



Tourism Development Strategies

Postgraduate degree course

Master of Arts

Studiengang (Degree Course):

Tourism Development Strategies

Studienabschluss (Final Degree):

Master of Arts

Regelstudienzeit (Duration):

Lehrsprache (Language of tuition):

▪ 2 Semester (2 semester)

Englisch (English)

▪ 3 Semester (3 semester)

Englisch/Deutsch (English/German)

▪ 4 Semester (4 semester)

Englisch/Deutsch (English/German)

Educational and professional objectives

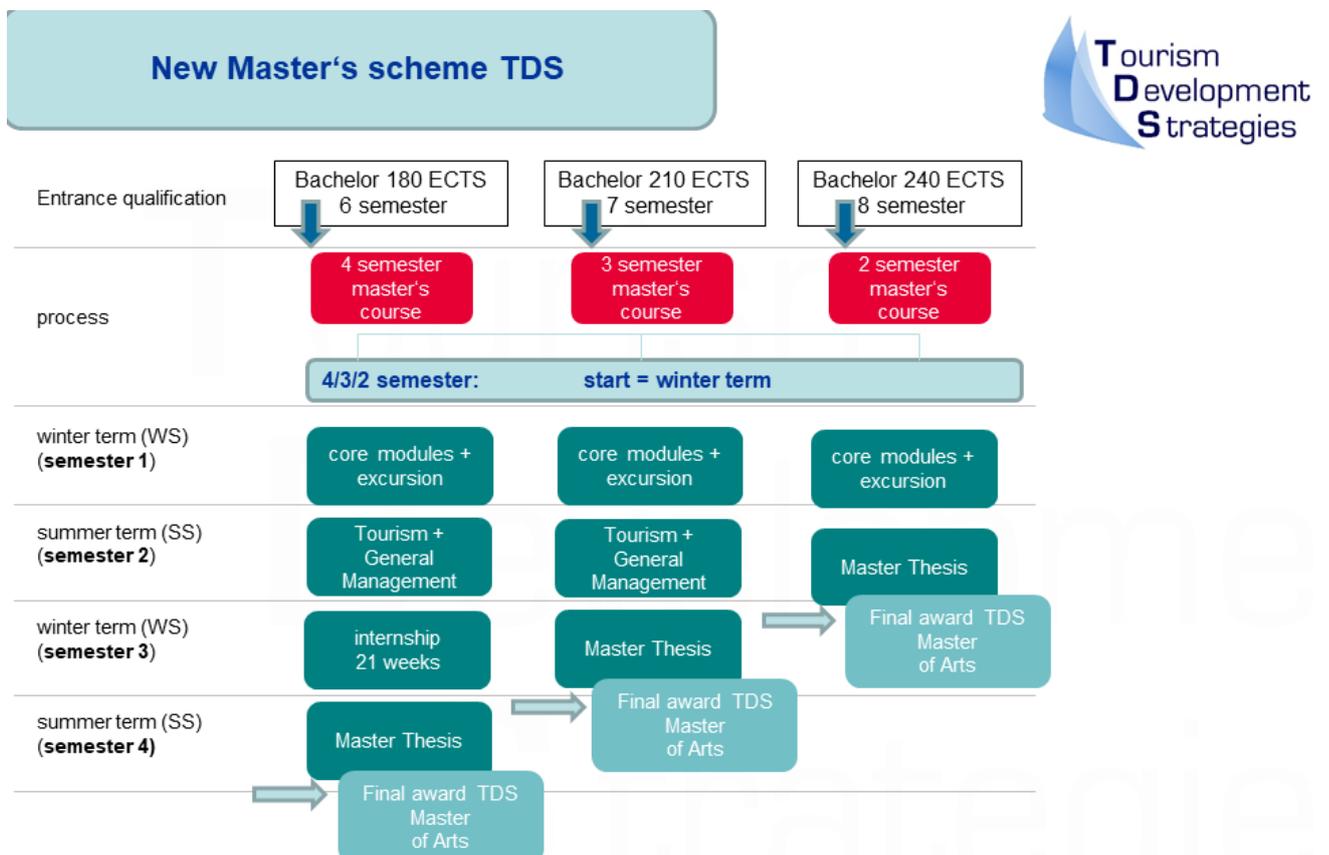
Tourism is an attractive and important economic segment. In this industry many different stakeholders with continuously increasing needs are involved. Hence, the content-related focus of our master's program is consistently aligned to the market. By acquiring branch-specific and general management skills they will be enabled to take part in and to pilot tourism development processes. By that, their active role within the planning and marketing of regions is particularly noteworthy. Apart from receiving sound professional qualifications, students will expand their strategic thinking as well as their expertise towards methodical and soft skills. Modules which will increase participants' personal, social and cultural competence play a decisive role in our international program.

Besides its focus on professional expertise in the field of tourism, our master's program qualifies participants to interpret markets and environments. Further, their decision-making abilities, problem solving and communication skills will be enhanced. Hence, those competencies can be transferred to other industries, too.

We aim to deepen students' methodological skills and provide specific knowledge necessary to advance tourism development with respect to sustainability.

Structure and content

Our master's program is tailor-made for every graduate of Business Studies as we offer a 2-semester, 3-semester and 4-semester course. Thus, the duration of the master's program depends on the duration of the bachelor's program.



The core modules as well as the international excursion take place together in one group during 1st semester. According to your first cycle degree (Bachelor) the final semester of your master's degree course could be your 2nd, 3rd or 4th semester.

The master's program has a modular structure which culminates in students writing their Master's Thesis at the end of the program. According to your first cycle degree (bachelor) this final semester of your master's degree course could be semester 2., 3. or 4.

I. 2-semester program:

The first semester (winter semester) provides an intensive program of study encompassing the following modules:

- Tourism in Practice (with international excursion)
- Individual and Organizational Development
- Research and Case Project

Compulsory Electives:

- Global Business Development
- Managing Tourism Markets
- Special Topics in Tourism

The summer semester is dedicated to write the final thesis entirely.

II. 3-semester program:

This program starts also in winter semester. The 1st semester is consistent with the 2-semester course totally.

During 2nd semester (summer semester) the following modules take place:

- Managing Financial Performance
- Destination
- Personal Skill Development – Value Based Management

Compulsory Electives:

- Tourism Economics
- Strategic Human Resource Management
- Communication and Media Management
- Political Economy of Tourism

The last semester (winter semester) is dedicated to write the final thesis entirely.

III. 4-semester program:

This program starts in winter semester also. Semester one and two are totally consistent with the 3-semester course.

The 3rd semester is spent gaining job experience by completing a 21-week internship. The internship must be management-related.

The last semester (summer semester) is dedicated to write the final thesis entirely.

Program features

Close ties between the scientific and corporate world as well as direct contact with professors are attributes of the courses. In this way, our lectures resemble professional coaching, rather than typical classroom activities.

Up-to-date teaching and learning methods as well as academic study trips ensure that participants directly apply new skills into practice. Our excursions to attractive destinations (e.g. Canada, USA, Dubai/UAE, Muscat/Sultanate of Oman, Sri Lanka, Thailand) comprise seminars and networking opportunities with international companies and institutions.

Structure: 4-semester program (start: winter semester)

Hochschule Stralsund
Tourism Development Strategies (TDS)

4-semester master's course

from winter term 2017-2018 onwards

Modul-Code	Modul	winter term				summer term				winter term				summer term			
		1st Sem.	ECTS	Modul	PL	2nd Sem.	ECTS	Modul	PL	3rd Sem.	ECTS	Modul	PL	4th Sem.	ECTS	Modul	PL
		ECTS	SWS			ECTS	SWS			ECTS	SWS			ECTS	SWS		
	Tourism																
TDSM1000	Tourism in Practice			5	EA												
	Applied Tourism Management	2	2														
	International Field Trip	3	0														
	Development																
TDSM1100	Individual and Organizational Development			5	HA												
	Diversity Management	2	2														
	Innovation & Change Management	3	2														
	Strategies and Implementation																
TDSM1200	Research and Case Project			10	PA												
	Research Methods	4	4														
	Case Project	6	4														
	Tourism Compulsory Electives (two out of three = 10 ECTS)																
TDSM1300	Global Business Development			5	K2												
	International Tourism Business Strategies	3	3														
	International Risk Management	2	2														
TDSM1400	Managing Tourism Markets			5	PA												
	Tourism Product Development	3	2														
	Sales	2	2														
TDSM1500	Special Topics in Tourism	5	4	5	K2												
	General Management and Tourism Management																
TDSM1600	Managing Financial Performance							5	K2								
	Financial Analysis					3	2										
	Cost Accounting and Revenue Management					2	2										
TDSM1700	Destination							5	PA								
	Spatial Tourism Planning					2	2										
	Strategic Destination Development					3	3										
TDSM1800	Personal Skill Development - Value based Management							5	K2								
	Business Ethics and Corporate Governance					2	2										
	Self Management					3	2										
	Compulsory Electives (three out of four = 15 ECTS)																
TDSM1900	Tourism Economics							5	K2								
	Economics and Global Tourism					3	2										
	Sustainability in Tourism					2	2										
TDSM2000	Strategic Human Resource Management							5	PA								
	International Human Resource Management and Employer Branding					3	2										
	Negotiation Strategies					2	2										
TDSM2100	Communication and Media Management							5	K2								
	Brand Communication and Media					3	3										
	Media Management					2	2										
TDSM2200	Political Economy of Tourism					5	4	5	K2								
TDSM2300	Internship and Evaluation									0	30	B					
	Master's Thesis and Colloquium																
TDSM2400	Master's Thesis and Colloquium																
	Master's Thesis												28	0			Thesis
	Master's Thesis Colloquium												2	0			M
	ECTS			30				30					30				30

INTERNSHIP - 21 WEEKS

Legend: K2 = 2hours written exam, HA = assignment, PA = Project work with presentation, M = oral exam, B = written paper, EA = Experimental work

Modul Nr. / Module-Code	TDSM1000
Modulbezeichnung / Module description	Tourism in Practice
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Applied Tourism Management ▪ International Field Trip
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Students use and apply tourism theory in order to evaluate the specific situation of individual tourism business or a destination as a whole <p>Practical</p> <ul style="list-style-type: none"> - Insights into spatial hierarchies in the tourism system - Strategic destination development and destination competitiveness - Contact to various stakeholders through site visits at tourism businesses, tourism administration etc. <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Cultural studies, regional studies, language skills, development studies
Lernergebnisse des Moduls / Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Understand challenges of various cultural, social and political contexts for tourism management.</p> <p><u>Applying knowledge and understanding</u> Apply specific methodologies to: identify strategies of business development, innovation, and internationalization in the tourism sector; use adequate analytical tools to the tourism sector.</p> <p><u>Making judgements</u> Evaluate the actual situation of a given tourism business, respectively a whole tourism destination in relation to specific local, regional and global trends.</p> <p><u>Communication</u> Students express their perspective on future challenges and possible strategies in the specific case.</p> <p><u>Learning skills</u> Critically evaluate the performance of tourism business and destinations, deal with the transfer of global processes on a local level, transfer the local experience to various other contexts. Experiencing team work and improvement of social and multicultural competence.</p> <p><u>Methodology</u> Competently evaluate the technological and organizational process of change within the firm or destination. Enhance your analytical skills. Integration of a theoretical perspective with the application of tourism management principles, including planning, management, marketing and evaluation in the context of a field trip.</p>
Studiensemester / Study semester	Winter semester

Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (32 hours contact; 118 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	seminars, case-studies, discussions, reflection, fieldtrip
Literature (further literature during classes) <ul style="list-style-type: none"> ▪ Minca, C./ Oakes, T. (ed) (2011): Real Tourism: Practice, Care, and Politics in Contemporary Travel Culture. Routledge ▪ Buhalis, D./ Costa, C./ Ford, F. (ed) (2005): Tourism, Business Frontiers Butterworth Heinemann ▪ Cooper, C./ Hall, M. (2012): Contemporary Tourism Book; epub ▪ Weaver, D./ Lawton, L. (2009): Tourism Management, J. Wiley & Sons. 4th Edition, ▪ Harvard Business School, selected cases 	

Modul Nr. / Module-Code	TDSM1100
Modulbezeichnung / Module description	Individual and Organizational Development
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Diversity Management ▪ Innovation & Change Management
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Foundations of diversity, innovation and change processes in the economy. - Methods, models, success factors and implications of diversity management and organizational development. <p>Practical</p> <ul style="list-style-type: none"> - Creativity and innovation: How to find new ideas as a basis for innovations. <p>Interdisciplinary</p> <ul style="list-style-type: none"> - The social and economic meaning of innovation and change. - Diversity and change management and its impact on business culture. - As the "people`s factor" is of utmost importance, special sessions on integrative diversity management will be included.
Lernergebnisse des Moduls / Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Students master the meaning and basics of innovations and their impact on companies. They are aware of the cultural and ethical dimension to operating in culturally and institutionally complex environments, particularly in emerging markets.</p> <p><u>Applying knowledge and understanding</u></p> <p>Students are capable of analyzing the causes and effects of a problem and finding a way to stop the causes or the effects.</p>

	<p>They are able to apply and implement the acquired knowledge with concrete examples from practice.</p> <p>They know how to develop innovative ideas, to assess these independently and to implement them in the organizational context.</p> <p><u>Making judgements</u></p> <p>Students are capable of breaking topics down into their parts and of noting how the parts fit together.</p> <p>They are able to use a series of statements connected logically together, backed by evidence, to reach a conclusion.</p> <p>They are able to decide on the worth of topics by comparing it against an accepted standard of value.</p> <p><u>Communication</u></p> <p>Students know how to point out the similarities and differences between two or more subjects. Listening actively (taking notes, asking questions, engaging in ideas being communicated), Reading (decoding written words and images), Turn taking (effectively switching from receiving ideas to providing ideas).</p> <p><u>Learning skills</u></p> <p>They are sensitized and aware of their personal development with regard to methods of diversity.</p> <p><u>Methodology</u></p> <p>With selected creative methods students learn how to develop innovative ideas, to assess these independently and to implement them in changing organizational environments. They learn to deal with uncertainty and change in management functions and to facilitate team processes and group dynamics.</p>
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, exercises, case-studies, discussions, presentations, online-research
Literature	<ul style="list-style-type: none"> ▪ Case, K. & Stewart, B. (2010). Heterosexual Privilege Awareness, Prejudice, and Support of Gay Marriage Among Diversity Course Students. <i>College Teaching</i>, 58, 3-7.

- Cox, T. (2001). *Creating the Multicultural Organization: a strategy for capturing the power of diversity*. San Francisco: John Wiley & Sons.
- Harvey, C.P. & Allard, M.J. (2014). *Understanding and Managing Diversity (6th Ed.)*, Boston: Pearson.
- Kim, B.Y. (2006). Managing Workforce Diversity: developing a learning organization. *Journal of Human Resources in Hospitality and Tourism*, 5, 69-90.
- Mejia, C., Aday, J.B., Phelan, K.V. & Yi, X. (2016). Subordinates Perceptions of Western Expatriate Hotel Managers in China: the effects of conflict avoidance. *Journal of Human Resources in Hospitality and Tourism*, 15(4), 388-415.
- Mor Barak, M. (2006). *Managing Diversity: toward a globally inclusive workplace*. Thousand Oaks: SAGE.
- Özgener, S. (2008). Diversity Management as a Source of Sustainable Competitive Advantage in the Tourism Industry, in P.R. Chang (Ed). *Tourism Management in the 21st Century* (pp. 353-363). New York: Nova Science Publishers.
- Poulston, J. & Jenkins, A. (2016). Barriers to the employment of older hotel workers in New Zealand, *Journal of Human Resources in Hospitality & Tourism*, 15(1), 45-68,
- Perry, E. & Partamis, J. (2006). Age and Ageism in Organizations: a review and consideration of national culture, in A. Konrad, P. Prasad & J. Pringle. *Handbook of Workplace Diversity* (pp. 345-370). London: SAGE.
- Yen, C.L., Singal, M. & Murrmann, S.K. (2016). Cultural context orientation and recruitment message strategy: Evidence from hospitality students in the United States and Taiwan, *Journal of Human Resources in Hospitality & Tourism*, 15(3), 325-345
- Berkun, S. (2010): *The Myths of Innovation*. O'Reilly Media
- Drucker, P.F. (2006); *Innovation and Entrepreneurship*. Harper Business
- Kotter, J.P. (2012) *Leading Change*. Harvard Business Review Press
- Rogers, E.M. (2003); *Diffusion of Innovations*. Free Press. 5th ed.
- *Marketing of High-Technology Products and Innovations*_Jakki Mohr, Sanjit Sengupta, Stanley Slater_Pearson_2009.
- Beitler, M.A. (2006): *Strategic Organizational Change*, Greensboro (NC). Practitioner Press International
- Harvey, C./Allard, M.J. (2008): *Understanding and Managing Diversity*, Upper Saddle River (NJ). Prentice Hall
- Hayes, J. et al. (2007): *The Theory and Practice of Change Management*, New York (NY). Palgrave/ MacMillan
- Hiatt, J.M./Creasey, T.J. (2003): *Change Management: the people side of change*, Loveland (CO).Prosci Research
- Nelson, K./Aaron, S. (2005): *The Change Management Pocket Guide: Tools for Managing Change*, Cincinnati (OH).Change Guides LLC

Modul Nr. / Module-Code	TDSM1200
Modulbezeichnung / Module description	Research and Case Project
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Research Methods ▪ Case Project
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Key concepts of empirical research - Advanced research techniques in qualitative as well as quantitative research; - Individual business evaluation

	<ul style="list-style-type: none"> - Explore a niche business and ideate and evaluate different potentials with regard to upside potentials. <p>Practical</p> <ul style="list-style-type: none"> - Overview on several software tools for scientific research in the field of network-analysis, content analysis etc. - Key competences for online experiments and surveys - Practical inside to various research tools such as MAXqda, Nvivo; techniques - Develop and explore ideas to find profits in market segments that existing competitors do not utilize. <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Management and business science - Organisational and communication science - Find and form ways of spreading out risks in businesses – Risk Management.
<p>Lernergebnisse des Moduls / Qualification objectives and learning objectives</p>	<p><u>Knowledge and understanding</u> Execute empirical research on an advanced level. Students have the capability to discover scientific principles and concepts in the context of real world problems.</p> <p><u>Applying knowledge and understanding</u> Analyse and present business data using appropriate tools. Apply techniques to analyse complex interrelations and identify solutions. Undertake various qualitative as well as quantitative methodologies. Organising and structuring of various information sources. Students have the ability to design a process to seek solutions through observation and analytical reasoning. They are able to apply and implement formerly acquired knowledge with concrete examples from practice.</p> <p><u>Making judgements</u> Identify the key characteristics of advanced research techniques and distinguish various sources of information due to their appropriateness. Students can master the quantitative basis for evaluating the magnitudes and rates pertinent to business challenges, and the quantitative assessment of causal relationships.</p> <p><u>Communication</u> Elaborate on the role of various research methodologies. Students present profound findings of the specific case. They are able to approach problems through collaborative (interdisciplinary) teams.</p>

	<p>Learning skills Formulate, test and interpret various hypothesis. Practical thinking, creative thinking, communicating, and collaborating</p> <p>Methodology Be able to implement case specific research methodologies. Improvement of the competence to communicate and presentation techniques by an individual coaching. Foster ability to: do market research and analyse, structure your work, solve problems, set milestones, holistic and critical thinking, undertake research and to work independently.</p>
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	10
Gesamtworkload / Workload and its composition	300 hours (128 hours contact; 172 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, presentations, real case in co-operation with a company
<p>Literature</p> <ul style="list-style-type: none"> ▪ Gosling, S.D. (et al.) (2010): Advanced Methods for Conducting Online Behavioral Research, APA ▪ Fielding, N. G. (et al.) (2008): The SAGE Handbook of Online Research Methods, Sage ▪ Lewis, A. (et al.) (2007): Using Software in Qualitative Research: A Step-by-Step Guide, Sage ▪ Phillimore, J.; Goodson, Lisa (2004): Qualitative Research in Tourism-Ontologies, epistemologies and methodologies, Routledge, London ▪ Presenza and M. Cipollina: Analysing tourism stakeholders networks IN: Tourism Review VOL. 65 NO. 4 2010, pp. 17-30, ▪ UNWTO/ETC (2008): Handbook on Tourism Forecasting Methodologies http://pub.unwto.org/WebRoot/Store/Shops/Infoshop/48EA/1B51/FFDF/0971/B7DC/C0A8/0164/D9AF/081003_handbook_tourism_forecasting_excerpt.pdf 	

Modul Nr. / Module-Code	TDSM1300
Modulbezeichnung / Module description	Global Business Development
Ggfs. Lehrveranstaltungen des Moduls / If necessary courses of the module	<ul style="list-style-type: none"> ▪ International Tourism Business Strategies ▪ International Risk Management
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Tools for analysis of external and internal environment, tourism or related tourism company's core competences and capabilities

	<ul style="list-style-type: none"> - Concepts of strategic management, market analyses and risk management - Managing risk and international risk - Selected financial instruments <p>Practical</p> <ul style="list-style-type: none"> - Development of strategic alternatives, selection and implementation - Apply financial instruments appropriately <p>Interdisciplinary</p> <ul style="list-style-type: none"> - The strategic value of international Business Management and risk. - The economic meaning of entering new markets, development and distribution. - Tourism policy, planning and strategic development processes and risks.
<p>Lernergebnisse des Moduls / Qualification objectives and learning objectives</p>	<p><u>Knowledge and understanding</u> Understand the business strategy process as well as the process of managing risks and international risks. Familiarize students with specific framework conditions, state of the art concepts and methods for international business and risk management in service industry while concentrating on tourism industry. Familiarize students will different kinds of risks companies face and the impact on business. Understand financial instruments to help mitigating risks.</p> <p><u>Applying knowledge and understanding</u> Apply this understanding to real current problems in companies of all sizes as well as in all types of industries. Create general business as well as specific risk management strategies and handle practical issues. Apply appropriate financial instruments for e.g. entering new markets</p> <p><u>Making judgements</u> Students are able to critical assess and to interpret markets, environments and certain risks from a strategic point of view.</p> <p><u>Communication</u> Critically comment on and argue about different market entry strategies as well as proper risk management strategies.</p> <p><u>Learning skills</u> Be prepared to take part in business development and strategic work as analysts and, in later stages of their careers, to lead such processes</p> <p><u>Methodology</u> Students will increase their analytical skills. They will be enabled to apply strategic thinking and acting to various kinds of issues (corporate or</p>

	institutional level, or in a context of a new destination) which may arise in the future.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, lectures, case-studies, discussions, presentation
Literature	
<ul style="list-style-type: none"> ▪ G. Johnson, K. Scholes, & R. Whittington. 2011. Exploring corporate strategy. 9th edition. London: Pearson Education Ltd. ▪ Reingold J. & Underwood, R. Was built to last built to last? <i>Fast company</i>. Nov. 2004, Issue 88, p103-111 ▪ Grant, Robert M. 1998. Contemporary Strategy Analysis; concepts, techniques, applications; 3rd ed. Malden, Mass.: Blackwell. 1 chapter (The Concept of Strategy), 13 (Vertical Integration and Scope of Firm) and 15 chapter (Diversification Strategy) ▪ Porter, M. E. 1998. Competitive Strategy. 2nd ed. New York: The Free Press. 1 chapter (The Structural Analysis of Industries) ▪ Haans, K. and Fjeldstad, 2000. "Linking intangible resources and competition", European Management Journal, Vol. 18. Iss. 1. pp. 52-62 ▪ Rangone, A.: 1999. "A Resource Based Approach to Strategy Analysis in Small-Medium Sized Enterprises". Small Business Economics. Vol. 12. Iss. 3. pg.233 ▪ Prahalad C.K., Hamel G. 1990. "The Core Competence of the Corporation", Harvard Business Review, May-June p.p. 79 – 91 ▪ Lorange, P. 1998. "Strategy Implementation: The new realities". Long Range Planning, London, Vol. 31. Iss. 1. pg. 18 ▪ Brealey, R.A.; Myers, S.C.; Allen, F. (2014): Principles of Corporate Finance, 11th ed., McGraw Hill ▪ Madura, F./ Fox, R. (2011): International Financial Management, 2nd int. ed., South Western ▪ Dorfman, M.Stark (2007): Introduction to Risk Management and Insurance, Prentice Hall ▪ Alexander, C./ Sheedy, E. (2005): The Professional Risk Manager, PRMIA Publications ▪ ISO/DIS 31000, Risk Management – Principles and Guidelines (2009); www.iso.org ▪ Merna,T. / Al-Thani, F. (2008): Corporate Risk Management, Wiley. 2nd ed. ▪ Robertson, D./ Kean, I./ Moore, S. (2006): Tourism Risk Management. Asia-Pacific-Economic Cooperation. http://www.sustainabletourismnetwork.co.za 	

Modul Nr. / Module-Code	TDSM1400
Modulbezeichnung / Module description	Managing Tourism Markets
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Tourism Product Development ▪ Sales
Inhalte des Moduls / Syllabus Module	Technical <ul style="list-style-type: none"> - International tourism environment - Tourism market characteristics - Tourism industry and product overview - Market segmentation and target groups

	<ul style="list-style-type: none"> - The 7P of service marketing - Business models in travel and tourism - Principles of new venture creation - Entrepreneurship vs. intrapreneurship - Creating demand - Acquiring intelligence - Setting up strategy - Gaining customer commitment - Ongoing business and customer relationship <p>Practical</p> <ul style="list-style-type: none"> - Product conceptualization and development - Insights into various tourism-related business case studies - Sales and distribution procedures <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Combine macro and micro perspective - Principles of business strategy, marketing/sales and entrepreneurship
<p>Lernergebnisse des Moduls / Qualification objectives and learning objectives</p>	<p><u>Knowledge and understanding</u> Know the international tourism environment; define major concepts of marketing, sales, strategy and new venture creation. Understand the interdependence of business functions.</p> <p><u>Applying knowledge and understanding</u> Connect existing tourism products to the respective context/business environment. Apply models from service marketing and business strategy to selected tourism products. Apply sales-related know-how.</p> <p><u>Making judgements</u> Assess the viability of business models; identify strengths and weaknesses of business models and strategies in travel and tourism markets; evaluate the effectiveness of sales strategies in B2B and B2C settings.</p> <p><u>Communication</u> Critically comment on business strategies; promote tourism products; communicate with diverse target groups in sales-related situations.</p> <p><u>Learning skills</u> Analytical skills; critical thinking skills in management contexts; creative and design thinking; understanding customer needs.</p> <p><u>Methodology</u> Creative thinking; design thinking; pursuit of proactive sales approaches.</p>
<p>Studiensemester / Study semester</p>	<p>Winter semester</p>
<p>Dauer des Moduls / Duration of the module</p>	<p>One semester</p>
<p>Häufigkeit des Angebots des Moduls / Frequency of the offered module</p>	<p>Each academic year</p>
<p>ECTS-Credits (based on the workload)</p>	<p>5</p>

Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, lectures, case-studies, discussions, presentations
<p>Literature</p> <ul style="list-style-type: none"> ▪ Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2005). Tourism principles and practice. London, Pearson. ▪ Grupp, H., & Shlomo, M. (2001). Managing new products and new product development. Cheltenham, Edward Elgar. ▪ Godfrey, K. (2000). The tourism development handbook : a practical approach to planning and marketing. London, Cassell. ▪ Middleton, T. C., & Clarke, J. (2001). Marketing in travel and tourism Oxford, Butterworth-Heinemann. ▪ Seaton, A. V. (1999). The Marketing of tourism products: concepts, issues and cases. London, Thomson. ▪ Trott, P. (2012). Innovation management and new product development. Harlow Financial Times Prentice Hall. ▪ Robert J. Calvin: Sales Management; Mcgraw-Hill Professional, 2001 ▪ Bill Good: Prospecting Your Way to Sales Success; Scribner Book Co, 3. Aufl. 1997 ▪ Dan Kennedy: The Ultimate Sales Letter: Attract New Customers. Boost Your Sales: Attract New Customers, Get Face Time, Boost Your Sales; Adams Pub, 3. Aufl. 2006; ▪ Michael J. Webb und Tom Gorman: Sales and Marketing the Six SIGMA Way; Addison Wesley Publishing Company, 2006 ▪ Neil Rackham: Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value; Mcgraw-Hill Professional, 1999 ▪ Ralph R. Roberts und Joe Kraynak: 52 Weeks of Sales Success: America's #1 Salesman Shows You How to Send Sales Soaring!; John Wiley & Sons; 2. Aufl., 2009; ▪ Stephan Schiffman: The #1 Sales Team: Superior Techniques for Maximum Performance; Adams Media Corporation, 2006 ▪ Terri L. Sjodin: New Sales Speak: The 9 Biggest Sales Presentation Mistakes and How to Avoid Them; Wiley & Sons; 2. Aufl., 2006 	

Modul Nr. / Module-Code	TDSM1500
Modulbezeichnung / Module description	Special Topics in Tourism
Ggfs. Lehrveranstaltungen des Moduls / If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Topics address recently identified current events, skills, knowledge, and/or attitudes and behaviours pertinent to the technology or occupation and relevant to the professional development of the student. <p>Practical</p> <ul style="list-style-type: none"> - Insights into state of the art trends and developments.

	<ul style="list-style-type: none"> - Preparation for future challenges in the students' work environment due to new trends. <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Development Studies - Trend Studies
Lernergebnisse des Moduls / Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Understanding of global process and latest trends as well as their impact on tourism.</p> <p><u>Applying knowledge and understanding</u> Analyse current trends and niche tourism products. Define, interpret and value the challenges related to future trends.</p> <p><u>Making judgements</u> Examine the unique problems involved in tourism development in different region related to ongoing changes.</p> <p><u>Communication</u> Articulate upcoming challenges for the industry.</p> <p><u>Learning skills</u> Evaluate the role of international tourism as an agent of change in a globalised world.</p> <p><u>Methodology</u> Dealing with change and enhance students' strategic thinking and acting abilities.</p>
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, lectures, case-studies, discussions, presentation
<p>Literature</p> <ul style="list-style-type: none"> ▪ Yeoman, Ian (2008): Tomorrow's Tourist: Scenarios and Trends (Advances in Tourism Research), Routledge ▪ Current issues of academic journals such as: Annals of Tourism Research, Tourism Management, Journal of Sustainable Tourism etc. 	

Modul Nr. / Module-Code	TDSM1600
Modulbezeichnung / Module description	Managing Financial Performance
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Financial Analysis ▪ Cost Accounting and Revenue Management
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Financial vs. managerial accounting - Rulesets (HGB, IFRS and US-GAAP) - Balance sheet

	<ul style="list-style-type: none"> - Income statement - Cash-flow statement - Ratio analysis - Cost behaviour - Cost-volume-profit analysis - Activity-based costing - Yield management - Dynamic pricing - Power pricing - Budgeting <p>Practical</p> <ul style="list-style-type: none"> - Financial statement analysis - Management accounting reports - Case studies of tourism businesses <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Finance in a tourism context - Managerial economics - Connect to marketing and strategy
<p>Lernergebnisse des Moduls / Qualification objectives and learning objectives</p>	<p><u>Knowledge and understanding</u> Define financial and managerial accounting; list yield management and pricing strategies; know structure and contents of financial statements; name essential financial ratios; distinguish profitability from liquidity; understand the budgeting sequence.</p> <p><u>Applying knowledge and understanding</u> Interpret financial statements; apply ratio analysis to a variety of cases; devise prices and conduct yield management for various exercises/cases.</p> <p><u>Making judgements</u> Decide on effective pricing and/or cost analysis methods for various leisure and tourism-related scenarios/cases. Assess the financial situation of tourism-related organizations; detect critical issues of organizations based on ratios; evaluate the viability of financial budgets.</p> <p><u>Communication</u> Produce profitability analysis sheets and financial budgets; critically comment on published financial statements of real-life examples/cases; comment on quantitative business decisions; refer to corporate governance issues and ethics of accounting and finance.</p> <p><u>Learning skills</u> Strengthen analytical and numerical skills in management contexts. Learn to read between the lines of published as well as internal financial statements and reports; enhance decision-making skills; critical thinking beyond financial data.</p> <p><u>Methodology</u> Ratio analysis; calculation of prices, revenues, costs and profits/losses within contemporary accounting, finance and revenue management</p>

	frameworks; search for patterns in various types of reports; research and analysis of systematically derived data; quantitative decision-making in contexts also requiring awareness of qualitative aspects.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, nano-talks
<p>Literature</p> <ul style="list-style-type: none"> ▪ Drury, C. (2016) Management Accounting for Business. 6th ed., Cengage. ▪ Phillips, R. (2005) Pricing and Revenue Optimization, Stanford University Press. ▪ Aguinis, H.: Performance Management, Pearson, 2014, 3rd ed. ▪ Atkinson, A. A.; Kaplan, Robert S.; Matsumura, Ella Mae; Young, S. Mark: Management Accounting, 5/E; Prentice Hall, 2007, 5th ed. ▪ Horngren, Charles T.; Sundem, Gary L.; Stratton, William O.; Schatzberg, J., Burgstahler, D.: Introduction to Management Accounting: Full Book (Charles T. Horngren Series in Accounting) - Chapters 1-17, 14/E; Prentice Hall, 14th international ed., 2007, ▪ Merchant, K.A.; Van der Stede, W.A.: Management Control Systems – Performance Measurement, Evaluation and Incentives, Prentice Hall, 2012, 3rd ed. ▪ Shy, O.: How to Price: A Guide to Pricing Techniques and Yield Management. Cambridge: Cambridge University Press, 2008. ▪ Nagle, T./ Hogan, J./ Zale, J.: The Strategy and Tactics of Pricing : A Guide to Profitable Decision Making. Prentice Hall 2010 ▪ Meehan, J./ Simonetto, M./ Montan, L./ Goodin, C.: Pricing and Profitability Management: A Practical Guide for Business Leaders. Wiley 2011. ▪ Hinterhuber, A. / Liozu, S.: Innovation in Pricing: Contemporary theories and best practices. Routledge, 2013 ▪ Phillips, R.: Pricing and Revenue Optimization. Stanford University Press 2005. ▪ Talluri, K./ van Ryzin, G.: The Theory and Practice of Revenue Management. Kluwer Academic 2004. ▪ Weber, W.K.: Dynamic Pricing: Strategies to Grow Profits in the Hospitality Industry of the 21st Century, World Hotels AG, Frankfurt 2008. 	

Modul Nr. / Module-Code	TDSM1700
Modulbezeichnung / Module description	Destination
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Spatial Tourism Planning ▪ Strategic Destination Development
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Planning principles and regulations in reference to destination and resort planning. - Land-use-conflicts

	<ul style="list-style-type: none"> - Types and administration of destination governance processes. - Spatial hierarchies in the tourism system. - Strategic destination development - Destination competitiveness <p>Practical</p> <ul style="list-style-type: none"> - Insights into several case studies (destinations such as Ruhrregion, Cyprus, South-Tirol) - Insights into regional development and zoning plans. - Implementation of planning principles in destination development and management. - Understand strength and weakness of business simulation tools. <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Planning sciences - Spatial sciences
<p>Lernergebnisse des Moduls / Qualification objectives and learning objectives</p>	<p><u>Knowledge and understanding</u></p> <p>Overview on tourism planning principles. Understand decision-making process within tourism businesses as well as on a destination level.</p> <p>Understand complex business processes. Identify business dependencies within a destination.</p> <p><u>Applying knowledge and understanding</u></p> <p>Use and experience simulation tools for tourism planning and development.</p> <p>Apply knowledge to run your own business as well as to co-operate with stakeholders. Apply moderation techniques in order to solve complex disputes amongst various stakeholders.</p> <p><u>Making judgements</u></p> <p>Identify and experience perspectives of various stakeholders in a destination management context.</p> <p>Evaluate the overall situation of a tourism business or a destination to elaborate a strategic development plan.</p> <p><u>Communication</u></p> <p>Express opinions on different destination planning concepts or individual business strategies and back it with detailed arguments. Communicate and discuss within a group environment relevant issues.</p> <p><u>Learning skills</u></p> <p>Synthesize information and provide solutions in response to various problems and issues related to a specific destination or tourism business.</p>

	<p>Handling of computer based simulation tools. Be aware, respect and reflect challenges stakeholders face and how those may have an impact on your own business.</p> <p>Methodology</p> <p>Be able to transfer tourism knowledge to unknown destinations. Improve analytical and conceptual skills.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Lehrsprache / Language of teaching	English / German
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, reflection rounds, computer simulation
<p>Literature</p> <ul style="list-style-type: none"> ▪ Dredge, D. (2011): Stories of Practice: Tourism Policy and Planning, Ashgate ▪ Hall M. C. (2008) Tourism Planning: Policies, Processes and Relationships, Pearson ▪ Heath, E./ Heath, L.Ed./ Wall, Q. (1992): Marketing Tourism Destinations: A Strategic Planning Approach, John Wiley & Sons ▪ Kozak, M./ Baloglu, S. (2010): Managing and Marketing Tourist Destinations: Strategies to Gain a Competitive Edge, Routledge ▪ Wang, Y./ Pizam, A. (Ed.) (2011): Destination Marketing and Management: Theories and Applications, Cab Intl ▪ Travis, A.S. (2011): Planning for Tourism, Leisure and Sustainability: International Case Studies, Cabi ▪ Eagles, P.F.J.; McCool, S.F.; Haynes, C.D.A. (2002): Sustainable Tourism in Protected Areas: Guidelines for Planning and Management, IUCN Gland, Switzerland and Cambridge, UK ▪ Lotter, C. (2010): Nachhaltige Entwicklung im Tourismus, Diplomica ▪ Heinemann, A.; Lehmann, M. (2009): Touristische Leitbilder: Der strategische Planungsprozess von Destinationen, uni-edition ▪ Queensland Department of Tourism, Major Events, Small Business and The Commonwealth Games (DTEBS) (2013): Next Generation Tourism Planning: a guideline for planners in Queensland, State of Queensland ▪ UNWTO/ETC (2011): Handbook on Tourism Product Development https://pub.unwto.org/WebRoot/Store/Shops/Infoshop/4E6D/E076/AAE5/B827/BFEC/C0A8/0164/205F/110907_product_development_excerpt.pdf ▪ US Agency for International Development (USAID): Tourism Destination Management. Achieving Sustainable and Competitive Results. ▪ Wall, G.; Mathieson A. (2008): Tourism, Prentice Hall <p>Articles:</p> <ul style="list-style-type: none"> ▪ Journal of Travel Research, Vol. 46, No. 4, 355-367 (2008) Sandro Formica, Tanvi H. Kothari: Strategic Destination Planning: Analyzing the Future of Tourism 	

- Journal of hospitality & tourism research, Bd. 36. 2012, 2, 164-190 (2012) Mc Lennan C.-L./ Ruhanen, L./ Ritchie, B./ Pham T.: Dynamics of destination development: investigating the application of transformation theory

Modul Nr. / Module-Code	TDSM1800
Modulbezeichnung / Module description	Personal Skill Development – Value based Management
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Business Ethics and Corporate Governance ▪ Self Management
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Emotional Intelligence, Interpersonal and Intrapersonal Skills and Abilities related to Cognitive Performance /Intelligence - Development of emotional, cognitive and behavioural Skills and Abilities; Emotional Intelligence Development - ARM Theory; typical performance versus maximum performance - Career-related success; self-monitoring & empathy, goal setting, emotional reflection, decision making, stress management, team building processes, conflict management, communication skills - Ethics in business and management - Code of ethics; corporate governance and business ethics; Shareholder / stakeholder theory; Corporate Citizenship <p>Practical</p> <ul style="list-style-type: none"> - The ARM theory facilitates the perception of emotional, cognitive and behavioural abilities and skills. The cognitive analysis & evaluation facilitates reflexion processes in both individuals and groups to develop abilities, behavioural strategies and a value system to be applied within private and corporate settings. <p>Interdisciplinary</p> <ul style="list-style-type: none"> - The development of intrapersonal and interpersonal abilities and skills develop the holistic awareness, reflexion and management of those abilities and skills to draw on values relevant and applied globally in different & diverse cultures and multi-faceted global economies.
Lernergebnisse des Moduls / Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Students familiarize with relevant theoretical foundations, concepts and different methods to facilitate understanding - the effect intrapersonal and interpersonal abilities and skills have on the workplace and their private life as well as on society in general. Students will be work with scientific data what effects and consequences a lack of intrapersonal and interpersonal abilities and</p>

	<p>missing values may have on both corporations and society explicitly.</p> <p><u>Applying knowledge and understanding</u> In-depth discussions and the application of theoretical foundations and concepts enable students to increase awareness and meaning. Students reflect on their gained knowledge, personal values, attitudes, understanding and abilities of being actively involved within a wider social context – focusing on learning and application of intra- and interpersonal abilities and skills.</p> <p><u>Making judgements</u> Students will be able to appraise and assess both their own personal abilities, skills and values, and those of others to recognize essential abilities, values and skills and utilize potential for further development.</p> <p><u>Communication</u> Students may communicate and discuss both intra-personal and inter-personal abilities, values and skills independent of the idiosyncracies of their discipline.</p> <p><u>Learning skills</u> Students are encouraged to develop their personal abilities, values and skills. They foster their ability to reflect cognitive and emotional reasoning skills.</p> <p><u>Methodology</u> Students perceive and recognize the importance of the development of both their intrapersonal and interpersonal abilities and skills as well as how to consider and apply values and principles constructively.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Lehrsprache / Language of teaching	English / German
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, lectures, workshops, case-studies, exercises, discussions, reflection rounds, team building activities
Literature <ul style="list-style-type: none"> ▪ Scherl, W.G. (2016) Genealogy and Conceptual Foundations of Emotional Intelligence (EI) and Social Intelligence (SI). American Journal of Scientific Research, Vol 18 ▪ Scherl, W.G. (2014) Human Resource Management and Different Concepts of Emotional Intelligence. European Journal of Social Sciences, Vol. 45, 2. 	

- Scherl, W.G. (2013) Emotional Intelligence Development in Management Education: A newly devised Theory incorporates Potential to develop emotion-related Abilities (Emotional Intelligence). European Journal of Social Sciences, Vol. 40, 3.
- Scherl, W.G. (2013) The ARM Model to develop Emotion-related Abilities (Ability Emotional Intelligence), in: Zerbe, W., Ashkanasy, A. & Hartel C. (Eds.,) Research on Emotion in Organizations: Individual Sources, Dynamics, and Expressions of Emotion, Vol. 9; Emerald Publishing, UK.
- Scherl, W.G. (2013) Wirtschaftlicher Erfolg durch Nachhaltigkeit: Kosten und Nutzen von CSR, in: Zdrwomyslaw, N. (Hrsg.) Grundzüge des Mittelstandsmanagements: Vom Erkennen zum Nutzen unternehmerischer Chancen, DBV, Gernsbach.
- Scherl, W.G. (2013) Emotional Intelligence versus Social Intelligence: A clear Differentiation of two different but interrelated psychological Constructs, im Rahmen der Konferenz: ICAM 1990 – International Cooperation on Advances in Management, London, UK.
- Sarafino, E.P. (2010) Self-management: Using Behavioral and Cognitive Principles to Manage Your Life, Wiley & Sons, London
- Caruso, D. & Salovey, P. (2004) The emotionally intelligent manager, Jossey-Bass, San Francisco
- Crane, A., Matten, D., (2015) Business Ethics, Oxford, Oxford University Press
- Boatright, J.R., (2003) Ethics and the Conduct of Business, 4th ed., New Jersey
- Fisher, C., Lovell, A. (2003) Business Ethics and Values, Harlow

Modul Nr. / Module-Code	TDSM1900
Modulbezeichnung / Module description	Tourism Economics
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Tourism Economics and Global Tourism ▪ Sustainability in Tourism
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Macro- and micro-economic perspectives of tourism & international markets, supply and demand, price elasticities - Interdependencies and ramifications in tourism of economic, environmental, and socio-cultural dimensions (triple bottom line) - Economic considerations and decision making with focus on sustainable production and consumption - Sustainability with micro and macro perspectives; the tripartite concept of sustainability; sustainability and CSR. <p>Practical</p> <ul style="list-style-type: none"> - Economic growth and sustainable, growth in tourism - Develop thinking and internalise future economic growth holistically by using current role model cases <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Relation of global economic growth and tourism growth - Global tourism and Diversity Management; developing selective tourism thinking - Educating and utilizing human resources, strategic human resources

	- Sustainable production & consumption as ethical principle
Lernergebnisse des Moduls / Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students understand two fundamental realms of tourism relating to both economics and sustainability. Macro and micro perspectives reveal interdependencies among the Triple Bottom Line and develop understanding whether economic prosperity might contradict sustainability. Students develop abilities and skills in understanding, analyzing, and synthesizing knowledge & data in cases provided. Students discuss traditional theories of macro- and micro-economic growth and familiarize with innovative corporations by incorporating sustainability and corporate social responsibility (CSR) into globalized economies.</p> <p><u>Applying knowledge and understanding</u> Students discuss contemporary global issues to generate holistic understanding and internalise mechanisms of economic and tourism-related growth. Students apply academic knowledge by explaining and analysing market forces of economic growth and sustainability in tourism. They are able to anticipate ramifications of corporate sustainable strategies.</p> <p><u>Making judgements</u> Students will be able to appraise and assess relevant issues and challenges to analyse for sustainable decision-making processes considering micro- and macro-economic perspectives and strategies.</p> <p><u>Communication</u> Students may communicate and discuss relevant information, knowledge and ideas, delineate issues and reason about solutions to both specialist and non-specialist audiences distinctly and unambiguously.</p> <p><u>Learning skills</u> Students are enabled to reason with both micro- and macro-economic perspectives and develop sustainable concepts and processes for the future.</p> <p><u>Methodology</u> Students develop successively interdependencies of micro- and macro-economic levels with sustainable ramifications and are in a position to utilize the concept of sustainability in both, national and international issues.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls /	Each academic year

Frequency of the offered module	
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, workshops, case-studies, discussions, exercises, reflexion rounds
<p>Literature</p> <ul style="list-style-type: none"> ▪ Hill, Charles W.L.: International Business: competing in the global marketplace; McGraw-Hill/Irwin, 2007 ▪ Krugman, Paul, Obstfeld, Maurice: International Economics: theory and policy; Addison-Wesley, 2003 ▪ Menard, Claude and Shirley, Mary M., eds, Handbook of New Institutional Economics, Dordrecht: Springer, 2005 ▪ Parkin, Michael and Powell, Melanie and Matthews, Kent: Economics, 6. ed., Addison Wesley, 2005 ▪ Pindyck, R.S., D.L. Rubinfeld (2005), Mikroökonomie, Pearson Studium, 6. Auflage. ▪ Bramwell, B., & Lane, B. (2000). Tourism, collaboration, and partnership: Politics, practice, and sustainability. Clevedon, Channel View. ▪ Camilleri, M.A. (2017) Corporate Sustainability, Social Responsibility and Environmental Management: <ul style="list-style-type: none"> ▪ An Introduction to Theory and Practice with Case Studies. Cham, Springer. ▪ Mankiw, G. and Mark, T. (2017) Microeconomics, Andover, Cengage Learning. ▪ Mankiw, G. and Mark, T. (2017) Economics, Andover, Cengage Learning ▪ Mariani, M.M., Czakon, W., Buhalis, D. and Vitouladiti, O. (2016) Tourism management, marketing, and development : performance, strategies, and sustainability. New York, Palgrave. ▪ Edgell, D.L. (2016) Managing sustainable tourism: a legacy for the future. London, Routledge ▪ Mc Cool, S.F. (2016) Reframing sustainable tourism. Dordrecht, Springer. ▪ Theobald, W.F. (2013) Global Tourism, London, Routledge. ▪ Cooper, C. (2012) Essentials of Tourism. London, Prentice Hall. ▪ Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2005). Tourism principles and practice. London, Pearson. 	

Modul Nr. / Module-Code	TDSM2000
Modulbezeichnung / Module description	Strategic Human Resource Management
Ggfs. Lehrveranstaltungen des Moduls / If necessary courses of the module	<ul style="list-style-type: none"> ▪ International Human Resource Management and Employer Branding ▪ Negotiation Strategies
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Introduction of strategic human resource management (SHRM) - Control-based model of SHRM, resource-based model of SHRM, integrative model of SHRM - Successful negotiation strategies, negotiation process, conflict resolution and foundation of cooperative agreements, analyzing power

	<p>relations, multiparty and multiple issue negotiations;</p> <ul style="list-style-type: none"> - '5-P model' of SHRM that incorporates five human resource activities - Theories, corporate programs, practices and processes, with strategic business needs and corporate policies, and reflects corporation's overall plan for future prosperity, adaptability and profitability within globalized markets and their human resources. <p>Practical</p> <ul style="list-style-type: none"> - Strategic HRM interlinks knowledge and understanding with traditional HR practice. - Critical & abstract thinking of current HR cases facilitates analysis and evaluation of its strategic and sustainable orientation. - Case studies (e.g. Coca Cola; Thomas Cook; Aida Cruises; Daimler; VW; Lufthansa) - Development of individuals and groups in frequent changing & competitive corporate environments <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Human resources recruits and develops both individuals and groups to meet corporate needs within several realms nationally and globally, e.g. intercultural and diversity management, finance and accounting, sales and procurement, operations, expatriate management, and marketing.
<p>Lernergebnisse des Moduls / Qualification objectives and learning objectives</p>	<p><u>Knowledge and understanding</u> Students develop an understanding of strategic human resource management (SHRM) by evaluating different models of SHRM discussed within the academic literature, e.g. control-based, resource-based, or integrative strategic human resource management model. Students comprehend different HR issues, e.g. cultural idiosyncrasies, external regulation, environment, negotiations, societal change, impacting on HRM strategies, and consequently on national and international corporate strategies for sustainable corporate development and prosperity.</p> <p><u>Applying knowledge and understanding</u> Students describe current HRM issues and delineate appropriate ideas to define creative solutions to meet corporate needs for both present and future challenges in HRM. Realistic HR cases facilitate the application and internalisation processes.</p> <p><u>Making judgements</u> Students will be able to appraise and assess different HR strategies and eventually analyse for decision-making processes, corporate strategies & implementation purposes.</p>

	<p><u>Communication</u> Students may communicate and discuss relevant information, knowledge and ideas, delineate issues and reason about solutions to both specialist and non-specialist audiences distinctly and unambiguously.</p> <p><u>Learning skills</u> Evaluation and analysis of tools and methods of different HR strategies to be applied appropriately within corporate settings, critical thinking & reasoning, being able to discuss constructively, grasping the impact of SHRM and performance.</p> <p><u>Methodology</u> Students familiarize with the topic of SHRM on an advanced level. Based on research they internalise the constructive applicability of different HR strategies within business and management. Extensive reasoning and reflexion complements the learning outcome beneficial for sustainable organisation and management development.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, workshops, case-studies, discussions, exercises, reflexion rounds
Literature (further literature on ILIAS learning platform/during classes)	<ul style="list-style-type: none"> ▪ Cunningham, J.B. (2016) Strategic Human Resource Management in the Public Area, London, Palgrave. ▪ Mello, J.A. (2015) Strategic Human Resource Management, Stamford, Cengage Learning. ▪ Truss, C., Mankin, D. & Kelliher, C. (2012) Strategic Human Resource Management, Oxford, Oxford University Press.

Modul Nr. / Module-Code	TDSM2100
Modulbezeichnung / Module description	Communication and Media Management
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	<ul style="list-style-type: none"> ▪ Brand Communication and Media ▪ Media Management
Inhalte des Moduls / Syllabus Module	<p>Technical Students gain essential insights about the following topics:</p> <ul style="list-style-type: none"> - Defining the Media Industry - The Strategic Context - Strategic Concepts for the Media Industries - Strategic Responses to Technological Change

	<ul style="list-style-type: none"> - Realm and analysis of brand preference - Branding strategies and brand protection - Neurology, Learning, Brain Research and Branding - Brands and Communication in Tourism - Target groups and Positioning - Tourism and Media - Web 2.0 Applications as marketer and communication instruments - Brands, Communication, Media and Controlling Practical - Insights into several case studies (e.g. BuzzFeed, The Guardian, Netflix, NY Times, BBC) - Social Media, Media Planing - Evaluating brands, customer behaviour and the usage of modern communications instruments in tourism business Interdisciplinary - The role of creativity in the media - Culture, Mindset and Strategy: Building a pro-digital-culture - Neurology, Learning and brand building process
<p>Lernergebnisse des Moduls / Qualification objectives and learning objectives</p>	<p><u>Knowledge and understanding</u> Students have a deep understanding of the kinds of questions that media economics seeks to address. They are capable of describing and evaluating the different types of competitive market structures that exist in the media industries. They have the ability to identify and explain some of the key economic characteristics of the media. Students are able to distinguish between strategies of vertical, horizontal and diagonal growth.</p> <p><u>Applying knowledge and understanding</u> Students can define, interpret and value the new challenges posed by the media organizations` external environment with a deeper understanding of the particularities of emerging markets. Insights into several case studies enable them to break down issues of the media industry into their parts and of noting how the parts fit together. They are able to explain the principal motivations behind media and cross-media expansion and analyse the practical economic advantages associated with these strategies. They are capable of analyzing, describing and discussing the practical implications for media firms of `convergence` and of `globalization`. Students are aware of the specific internal capabilities media organizations need to develop in order to put their ideas and strategies into practice.</p> <p><u>Making judgements</u></p>

	<p>They are able to use a series of statements connected logically together, backed by evidence, to reach a conclusion. They are able to decide on the worth of topics by comparing it against an accepted standard of value. They are enabled to evaluate selective communication tools for suitability in given markets.</p> <p><u>Communication</u> Listening actively (taking notes, asking questions, engaging in ideas being communicated). Reading (decoding written words and images). Turn taking (effectively switching from receiving ideas to providing ideas). Students discuss results obtained in class.</p> <p><u>Learning skills</u> Critical thinking, creative thinking, communicating, and collaborating. Evaluating communications instruments for brands and market situations.</p> <p><u>Methodology</u> With selected creative methods students learn how to develop innovative ideas, to assess these independently and to implement them in changing organizational contexts. They have a synoptic view of change and decision-making within media organizations. Students are able to transfer knowledge to new types of Media, to foster problem-solving processes as well as communication strategies.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, exercises, online- researches, presentation of research results
<p>Literature (further literature - actual case studies- during classes)</p> <ul style="list-style-type: none"> ▪ Johnson, S. (2007): The strategic role of product management. Pragmatic Marketing ▪ Kotler, P./ Bowen, J./ Makens, J.C. (2005): Marketing for hospitality and tourism. Prentice-Hall International. 4th ed. ▪ Lindstrom, M. (2009): Neuromarketing: Kauf mich. In: Wirtschaftswoche, 10.08.2009. http://www.wiwo.de/technologie/neuromarketing-kauf-mich/5566474.html ▪ Marconi, J. (1999): The brand marketing book. McGraw-Hill ▪ Ries, A./ Ries, L. (2002): The 22 immutable laws of branding. Harper Business. ▪ Shaw, R./ Merrick, D. (2004): Brand Optimism. Value based Marketing Forum 	

- Spitzer, M. (2006): Better than thought: Learning, Dopamine and Neuroplasticity. Report for Organisation for Economic Co-operation and Development (OECD), Jan. 2006
- Trasser, R. (2007): Mehrwert durch mehr Werte. HSW Tourismstag
- Chan-Olmsted, S. (2006). *Competitive Strategy for Media Firms: Strategic and Brand Management in Changing Media Markets*. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Deuze, M. (Ed.) (2011). *Managing Media Work*. Thousand Oaks, CA: Sage Publications.
- Hartmann, M. (2009). The Changing Urban Landscapes of Media Consumption and Production. *European Journal of Communication*, 24(4), 421-36.
- Johansson, A., Ellonen, H-K. & Jantunen, A. (2012). Magazine publishers embracing new media: Exploring their capabilities and decision making logic. *Journal of Media Business Studies*, 9(2), 97-114.
- Kung, L. (2008). *Strategic Management in the Media: Theory to Practice*. London: Sage.
- Stipp, H. (2012). The Branding of Television Networks: Lessons From Branding Strategies in the U.S. Market. *International Journal on Media Management*, 14(2), 107–119.
- Wikström, P. & Ellonen, H-K. (2012). The impact of social media features on print media firm's online business models. *Journal of Media Business Studies*, 9(3), 63-80.
- Marketing for hospitality and tourism / Philip Kotler; John Bowen; James, latest ed. Upper Saddle River, NJ [u.a.] : Prentice-Hall, 1998
- The 22 immutable laws of branding / Ries, Al ; Ries, Laura, London : HarperCollins, 1999
- The brand marketing book / Joe Marconi / American Marketing Association Lincolnwood, IL : NTC Business Books, 2000

Modul Nr. / Module-Code	TDSM2200
Modulbezeichnung / Module description	Political Economy of Tourism
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	<p>Technical</p> <ul style="list-style-type: none"> - Introduction to concepts and theories of political economy - History of political economy - Capitalism and democracy - Neoliberalism - Nationalism and populism - Contemporary debates and critique of globalization - Cooperation and conflict and their impacts on tourism - Trade agreements and their impact on tourism - Power relations in tourism - Growth, inequality, poverty and tourism - Class, gender, age, race and tourism - Alternative political economies in tourism <p>Practical</p> <ul style="list-style-type: none"> - Case studies of tourist destinations and business models from different world regions - Ideological debates and practical implications for travel and tourism <p>Interdisciplinary</p> <ul style="list-style-type: none"> - Political theory - Philosophical schools of thought

	<ul style="list-style-type: none"> - Principles of economics - Sociology
Lernergebnisse des Moduls / Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students know the history of political economy; are able to define major concepts of political economy and to describe major theoretical constructs of the field.</p> <p><u>Applying knowledge and understanding</u> They are able to synthesize current debates on capitalism, democracy, globalization and dominant/mainstream ideologies; to identify conflicts of interest; develop an understanding of how these concepts relate to and impact tourism in different world regions.</p> <p><u>Making judgements</u> Critically assess the consequences of political and economic paradigms, trade agreements, and other issues of political economy; evaluate the viability of the ensued practices for exemplary tourism cases from different parts of the world.</p> <p><u>Communication</u> Express concise insights on complex issues of political economy; point out conflicts of interest between nations, states, regions, investors, tourists and workers/employees.</p> <p><u>Learning skills</u> Identify strengths and flaws of dominant big-picture paradigms; detect conflicts of interest and hidden agendas in complex cases; foster critical thinking skills.</p> <p><u>Methodology</u> Question mainstream and alternative assumptions; select appropriate theory or analytical tools to deal with challenges of political economy in changing tourism contexts; problem-solving in scenarios of ambiguity.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, case studies, group work, exercises and discussions
Literature	<ul style="list-style-type: none"> ▪ McIntosh, M. (2015) Thinking the Twenty-First Century: Ideas For The New Political Economy, Greenleaf. ▪ Mosedale, J. (2011) Political Economy of Tourism, Routledge.

- Mosedale, J. (2016) Neoliberalism and the Political Economy of Tourism, Ashgate.
- Ravenhill, J. (2017) Global Political Economy, Oxford University Press.

Modul Nr. / Module-Code	TDSM2300
Modulbezeichnung / Module description	Internship and Evaluation
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	- internship of 21 weeks and internship evaluation
Lernergebnisse des Moduls / Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Deepen knowledge gained during prior semester as well as their first study. Gain new knowledge in various different field of business and tourism.</p> <p><u>Applying knowledge and understanding</u> Students are in a position to connect and apply theoretical knowledge with practical experiences due to direct contact with enterprises/institutions and organizations.</p> <p><u>Making judgements</u> Critical thinking and reflection skills by preparing a practical report. Working within a company will help students growing in personality and to increasing their social skills.</p> <p><u>Communication</u> Working within a team will increase students' communication skills. Preparing a report enhance students ability to reflect their own work as well as their internship in general critically and to present those results.</p> <p><u>Learning skills</u> Students will enhance their awareness and their ability to make decisions when it comes to decide on own future professional activities.</p> <p><u>Methodology</u> Application in daily business, students may work on own projects or within a team.</p>
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	30
Gesamtworkload / Workload and its composition	900 hours
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Lehrsprache / Language of teaching	German/English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Field work

Modul Nr. / Module-Code	TDSM2400
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Modulbezeichnung / Module description	Master's Thesis and Colloquium
Ggfs. Lehrveranstaltungen des Moduls / If necessary courses of the module	<ul style="list-style-type: none"> ▪ Master's Thesis ▪ Master's Thesis Colloquium
Inhalte des Moduls / Syllabus Module	Bringing together aspects of learning from previous modules as well as using this learning as the basis for planning, conducting and writing up a research-based project.
Lernergebnisse des Moduls / Qualification objectives and learning objectives	Students show evidence that – on the basis of theoretical and practical knowledge, skills and competences achieved during their studies – they are able to independently design research. They demonstrate the ability to work scientifically and methodological appropriate to postgraduate levels in tourism, business and management. Also, their work contributes holistically to their personal set of values.
Studiensemester / Study semester	Semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each semester
ECTS-Credits (based on the workload)	30
Gesamtworkload / Workload and its composition	900 hours (900 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory
Verwendbarkeit des Moduls / Applicability of module	The Master's Thesis Colloquium is open to all students of the university (beside a master thesis with 'Sperrvermerk').
Voraussetzungen für Teilnahme / Prerequisites	<p>In addition to the general admission criteria the master – examination requires that the thesis only can be delivered after the student has acquired the required number of ECTS credit points either in the course or at another German university or has successfully finished a corresponding examination. The mandatory number of ECTS- points is:</p> <ul style="list-style-type: none"> ▪ 55 ECTS-points for the 4-semester programme ▪ 50 ECTS-points for the 3-semester programme ▪ 20 ECTS-points for the 2-semester programme <p>In addition the precondition for the thesis is the successful participation in the mandatory field trips. All other cases need a written application to the examination board.</p> <p>The mandatory number of ECTS- points for the Master's Thesis Colloquium is:</p> <ul style="list-style-type: none"> ▪ 118 ECTS-points for the 4-semester programme ▪ 88 ECTS-points for the 3-semester programme ▪ 58 ECTS-points for the 2-semester programme
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Counselling, scientific colloquium, self-study, independent research

