

Unofficial Reading Version

The English translation of the *Studienordnung* (Study Regulations) is intended solely as a convenience to non-German-reading students/members of the University. Only the German text published on the university website on 10 June 2021 is legally binding. In the event of any conflict between the English and German text, its structure meaning or interpretation, the German text, its structure, meaning or interpretation shall prevail.

Studienordnung (Study Regulations) for the Master's Degree Course Tourism Development Strategies (TDS) at Hochschule Stralsund, University of Applied Sciences

of 21 May 2021

Based on § 2(1) in conjunction with § 39(1) *Landeshochschulgesetz* - LHG M-V (State Higher Education Act) of Mecklenburg-Vorpommern, in the version announced on 25 January 2011 (Law and Ordinance Gazette of Mecklenburg-Vorpommern (GVOBl. M-V) p. 18), last amended by Article 2 of the Act of 23 April 2021 (GVOBl. M-V p. 510), Hochschule Stralsund, University of Applied Sciences (hereinafter UAS Stralsund) hereby passes the following Studienordnung (hereinafter Study Regulations) for the master's degree course Tourism Development Strategies (TDS):

Table of Contents

Part One: General part	3
§ 1 Scope of Application	3
§ 2 Objective of Studies	3
§ 3 Degree Duration	4
§ 4 Types of Classes	4
§ 5 Course Structure	5
§ 6 Subject Status	5
§ 7 Study Advice	6
Part Two: Subject-Specific Regulations	7
§ 8 List of Modules	7
Part Three: Final Provisions	47
§ 9 Transitional Provisions	47
§ 10 Entry into Force	47
Appendices	48
Appendix I - Internship Guidelines	48
Contents:	48
Introduction	48
Scope and Degree-Course Specific Contents of the Internship Semester	48
Registration and Recognition of the Internship Semester	49
Selection of Internship Placement	50
Legal and Social Status of the Students	51
Legal Status	51
Payment	51
Insurance/Liability	51
Intern Contract	51
Supervision of Students	52
Completing Internship Semesters Abroad	52
Activity Report	53
Intern Contract	54
Appendix II - Course Schedule	58
Course Schedule for the 2-semester Master's Degree Course	58
Course Schedule for the 3-semester Master's Degree Course	59
Course Schedule for the 4-semester Master's Degree Course	60

Part One: General part

§ 1 Scope of Application

(1) These Study Regulations apply to the master's degree course Tourism Development Strategies at UAS Stralsund's School of Business Studies, which offers three types of degree:

- Master's degree with a standard period of study of two semesters
- Master's degree with a standard period of study of three semesters
- Master's degree with a standard period of study of four semesters with an integrated internship semester

The Study Regulations define the objectives, content and structure of the degree course, including the integrated practical work experience.

(2) The subject-specific regulations are stipulated in § 9 of these Study Regulations.

§ 2 Objective of Studies

(1) The objective of the degree course is to enable students to obtain a master's degree through teaching that is based on academic theory and application-oriented. Building on an undergraduate degree, the master's degree course should enable graduates to independently apply in-depth academic findings and methods in their job, even if faced with difficult and complex issues.

(2) The focus on international and interdisciplinary content in combination with the necessary problem-solving and practical skills should enable graduates to successfully fulfil management tasks at middle and higher management levels.

(3) Students consolidate their ability to grasp new fields and continue their professional development independently. Accordingly, training is also directed towards fostering personalities and teaching social and multicultural competence, as well as basic economic and human resource management skills.

§ 3 Degree Duration

(1) This degree course offers three different options for the period of time in which studies can usually be completed (standard length of study) by gaining a postgraduate degree. The degree course offers three different degree paths with differing standard lengths of study:

- The standard length of study for the 2-semester master's degree course is two semesters.
- The standard length of study for the 3-semester master's degree course is three semesters.
- The standard length of study for the 4-semester master's degree course is four semesters with an integrated internship semester.

(2) Admission to the course is regulated pursuant to § 2 of the Fachprüfungsordnung (hereinafter Subject-Specific Examination Regulations).

§ 4 Types of Classes

(1) Classes are offered, in particular, in the form of lectures (seminar-style tuition) and tutorials, as well as excursions, seminars and projects.

(2) Lectures convey knowledge, skills and methods of the respective subject area in a systematic manner to large groups of participants; they are mainly taught in the form of presentations. If there is only a small group of participants, in particular for the teaching of languages, the lecture can also be arranged as a seminar.

(3) Tutorials are supplementary components of lectures. They allow students to practise and apply their acquired knowledge, if possible in smaller groups, through the use of representative examples and practical exercises. Tutorials can be combined with lectures to create integrated forms of tuition.

(4) Seminars are forms of tuition for smaller groups of participants, in which certain topics of the respective subject area are approached in detail. Seminars can be distinguished from lectures due to their higher demand of independent academic work and their interactive teaching and learning formats. Students are able to consolidate their independent academic work through written assignments and/or presentations and discussions with teaching staff and fellow students. Seminars can be combined with lectures to create integrated forms of tuition.

(5) Project work is academic work that investigates wider topics made up of several work tasks and a project plenum. The project work should be oriented towards the conditions and requirements of future professional practice and foster competence for interactive group processes that are common in academic work. The projects should integrate subject-specific research tasks with various methodical approaches and aim to achieve interdisciplinary collaboration. The project work should be accompanied by classes and supervised by teaching staff. The results of a project are usually presented by the students by means of a written assignment and presentation.

(6) Excursions serve to complement the knowledge gained in class with practical experience and visits to companies and institutions. Excursions can form part of classes or projects.

§ 5 Course Structure

(1) The contents, structure and realisation of the modules are detailed in the module information that is presented in the subject-specific part of these Study Regulations. The timeframe for the degree course is defined in the corresponding course schedules.

(2) Based on these Study Regulations, and subject to the *Rahmenprüfungsordnung* (hereinafter General Examination Regulations) and the Subject-Specific Examination Regulations for the master's degree course Tourism Development Strategies, the School of Business Studies provides students with a course schedule as a recommendation for the correct structure of the degree course, The course schedule (Appendix II) outlines the recommended course of study and describes the kind, scope and order of classes and modules, as well as the coursework and examinations.

(3) It is recommended that students use the respective course schedules as a guideline when planning their timetable.

§ 6 Subject Status

(1) All of the modules and classes that are provided in the tabular module catalogue in § 8 of these regulations are either compulsory subjects or compulsory elective subjects.

(2) Compulsory subjects are modules that are binding for all students of a degree course.

(3) Compulsory elective subjects are modules that are offered individually or, alternatively, in groups. Students must take the indicated amount of compulsory elective subjects. There is no legal claim to the provision of all compulsory elective modules.

§ 7
Study Advice

- (1) General study advice is provided by UAS Stralsund's Studies and Examinations Division.
- (2) Course and subject-specific study advice is provided at the School of Business Studies by the contact person appointed to the degree course.

Part Two: Subject-Specific Regulations

§ 8 List of Modules

(1) The course schedule for the 2-semester master's degree course Tourism Development Strategies is made up of the following compulsory and compulsory elective modules:

- Compulsory modules with a total of 55 ECTS points
- Compulsory elective modules with a scope of 5 ECTS points (selection of one module)

Compulsory modules:

Modul Nr. / Module code	TDSM1000
Modulbezeichnung / Module description	Tourism in Practice
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Applied Tourism Management ▪ International Field Trip
Inhalte des Moduls / Module syllabus	<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 - 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. - Cultural studies, regional studies, language skills, development studies
Lernergebnisse des Moduls / Qualification 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</p>

	<p>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></p> <p>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 module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (32 hours contact; 118 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1100 – TDSM1600, TDSM1800, TDSM1900, TDSM2300, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Experimentelles Arbeiten (not graded) (30 Stunden)
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2, 3 and 4-semester programme: 0%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	seminars, case-studies, discussions, reflection, presentations, fieldtrip
<p>Literature (further literature during classes)</p> <ul style="list-style-type: none"> ▪ Fletcher, J./Fyall, A./Gilbert, D./Wanhill, S. (2018): Tourism Principles and Practice. London, Pearson. ▪ James, L./Ren, C./ Halkier, H. (2019): Theories of Practice in Tourism. Routledge ▪ 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 applicable, classes in the module	<ul style="list-style-type: none"> ▪ Diversity Management ▪ Innovation & Change Management
Inhalte des Moduls / Module syllabus	<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. - Creativity and innovation: How to find new ideas as a basis for innovations. - Change Management: How to implement organizational change - 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 and learning objectives	<p><u>Knowledge and understanding</u> 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> Students are capable of analyzing the causes and effects of a problem and finding a way to stop the causes or the effects. They are able to apply and implement the acquired knowledge with concrete examples from practice. 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> Students are capable of breaking topics down into their parts and of noting how the parts fit together. 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.</p>

	<p><u>Communication</u> 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> They are sensitized and aware of their personal development with regard to methods of diversity.</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 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 module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1300, TDSM1400, TDSM1600, TDSM1800 - TDSM2100, TDSM2500, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Lectures, exercises, case-studies, discussions, presentations, online-research

Literature

- Beitler, M.A. (2006): Strategic Organizational Change, Greensboro (NC). Practitioner Press International
- Berkun, S. (2010): The Myths of Innovation. O'Reilly Media, New York
- Cameron, E., Green, M. (2015) Making sense of change management, 4th edition, Kogan Page, London
- Drucker, P.F. (1985); Innovation and Entrepreneurship. Harper Collins, New York
- 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.
- Keely, L. , Pikkell, R., Quinn, B., Walters, H. (2013) Ten Types of Innovation – The Discipline of building breakthroughs, John Wiley & Sons, Hoboken, New Jersey.
- Kotter, J.P. (2012) Leading Change: *On Change Management* (pp. 1-16), Harvard Business Review Press, Boston Massachusetts
- Rogers, E.M. (2003); Diffusion of Innovations. Free Press. 5th ed.
- Shellshear, E. (2016) Innovation Tools, 7 Publishing, Amazon Distribution Leipzig
- Hiatt, J.M./Creasey, T.J. (2003): Change Management: the people side of change, Loveland (CO).Prosci Research

Modul Nr. / Module code	TDSM1200
Modulbezeichnung / Module description	Sustainability in Tourism
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - General Macro- and micro-economic perspectives of tourism & international markets, supply and demand, price elasticities - Interdependencies, dynamics and ramifications in sustainable tourism of economic, environmental, and socio-cultural dimensions (triple bottom line) - Tourism economics and decision making with focus on sustainable production and consumption - Sustainability with micro and macro perspectives; the tripartite concept of sustainability; sustainability and CSR; sustainability and CR - Economic growth and sustainable growth in tourism - Global tourism and Diversity Management; developing innovative & selective tourism thinking - Educating and utilizing human resources, growth of socio-cultural potentials (Triple P) - Sustainable production & consumption as ethical principle & future innovation
Lernergebnisse des Moduls / Qualification and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Students understand & reflect on the tripartite dimensions of tourism relating to a holistic concept of sustainability. Macro and micro perspectives reveal interdependencies among the Triple Bottom Line and develop understanding whether economic prosperity</p>

	<p>might contradict sustainability. Students develop abilities and skills in understanding, analyzing, and synthesizing knowledge & data in cases provided.</p> <p>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. Reflection processes facilitate internalization of knowledge and expedite practical application.</p> <p><u>Applying knowledge and understanding</u></p> <p>Students discuss contemporary global issues to generate holistic understanding and internalize 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 reflect on and anticipate ramifications of national, international & corporate sustainable strategies.</p> <p><u>Making judgements</u></p> <p>Students will be able to appraise and assess relevant issues and predicaments - analyse challenges for sustainable decision-making processes (economic, environmental, socio-cultural) to develop micro- and macro-economic perspectives and strategies.</p> <p><u>Communication</u></p> <p>Students may develop intra- and interpersonal skills and competencies to communicate and discuss relevant information, knowledge and ideas, delineate issues and reason about solutions to both specialist and non-specialist audiences distinctly and unambiguously. Self- critical reflection processes are facilitated to sensitize for cultural and international differences.</p> <p><u>Learning skills</u></p> <p>Students are enabled to reason and reflect on micro- and macro-economic perspectives and develop sustainable thinking, concepts and processes for our common future.</p> <p><u>Methodology</u></p> <p>Students develop successively interdependencies of micro- and macro-economic levels with sustainable ramifications (economic, environmental, socio-cultural); they internalize and utilize professionally the concept of sustainability in both, national and international issues.</p>
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the	One semester

module	
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1500, TDSM1800, TDSM2300, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Lectures, workshops, case-studies, discussions, exercises, seminars, reflection rounds
Literature	<ul style="list-style-type: none"> ▪ Scherl, W.G. and Bauman, B. (2021) Global Sustainability: What has the Triple Bottom Line got to do with it. European Journal of Economics & Administration (in press) ▪ Blowfield, M. and Murray, A. (2019) Corporate Responsibility. Oxford, Oxford University Press ▪ Gray, R., Adams, C.A. and Owen, D. (2018) Accountability, Social Responsibility and Sustainability: Accounting for Society and the Environment. London, Pearson ▪ Wheelen, T.L., Hunger, D.J., Hoffman, A.N. and Bamford, C.E. (2017) Strategic Management and Business Policy: Globalization, Innovation and Sustainability. London, Pearson ▪ Camilleri, M.A. (2017) Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies. Cham, Springer ▪ Mc Cool, S.F. (2016) Reframing sustainable tourism. Dordrecht, Springer ▪ 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 ▪ Journal Articles recommended in Lecture

Modul Nr. / Module code	TDSM1300
Modulbezeichnung / Module description	Research and Case Project
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Applied Research ▪ Case Project
Inhalte des Moduls / Module syllabus	- Key concepts of empirical research Key concepts of business research and business research strategies

	<ul style="list-style-type: none"> - Key competences for market research - Market research methods - Key concepts in consumer behaviour - Individual business evaluation - Explore a niche business and ideate and evaluate different potentials with regard to upside potentials. - Develop and explore ideas to find profits in market segments that existing competitors do not utilize. - 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 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. Analysis of different parameters within a business (e.g. market, competition, target group) Students have the ability to design and conduct studies based on own research questions and hypotheses. 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><u>Learning skills</u> Practical thinking, creative thinking, critical thinking, communicating, and collaborating</p> <p><u>Methodology</u> 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 / Module duration	One semester
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	10
Gesamtworkload / Overall workload composition	300 hours (128 hours contact; 172 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1900, TDSM2100, TDSM2300, TDSM2600, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Experimentelles Arbeiten (50 Stunden)
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 16% 3 and 4 semester programme: 10%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Seminars, case-studies, discussions, presentations, real case in co-operation with a company
<p>Literature</p> <ul style="list-style-type: none"> ▪ Arthur, J., Waring, M., Coe, R., Hedges, L. (2012). Research Methods and Methodologies in Education. London: Sage ▪ Bell, E., Bryman, A., Harley, B. (2018). Business Research Methods (5th Ed.). Oxford: Oxford University Press. ▪ Brotherton B. (2008). Researching Hospitality and Tourism, London: Sage. ▪ Hussey, J., Hussey, R. (1997). Business Research: A Practical Guide for Undergraduate and Postgraduate Students. London: Macmillan. ▪ Keely, L., Pikkell, R., Quinn, B., Walters, H. (2013) Ten Types of Innovation – The Discipline of building breakthroughs, John Wiley & Sons, Hoboken, New Jersey. 	

- Kotter, J.P. (2012) *Leading Change: On Change Management* (pp. 1-16), Harvard Business Review Press, Boston Massachusetts
- Rogers, E.M. (2003); *Diffusion of Innovations*. Free Press. 5th ed.
- Saunders M., Lewis, P., Thornhill, A. (2019). *Research Methods for Business Students* (8th Ed.). London: Prentice Hall.
- Shellshear, E. (2016) *Innovation Tools*, 7 Publishing, Amazon Distribution Leipzig
- Schnell, R., Hill, P.B., Esser, E. (2011). *Methoden der empirischen Sozialforschung*, Oldenbourg
- Veal, A.J. (2011). *Research Methods for Leisure & Tourism: A Practical Guide* (4th Ed.). Essex: Pearson Education.

Modul Nr. / Module code	TDSM2600
Modulbezeichnung / Module description	Scientific Training
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Key concepts of empirical research - Research Methods process (Research Question, Literature Review, Theoretical approach, research design, methodology) - Brainstorm potential topics and research questions - Identify and present on why the proposed research matters (literature review) - Define a researchable problem - Identify theoretical frameworks for the proposed research - Identify potential methodologies for the proposed research - Create a research plan - Write a dissertation proposal
Lernergebnisse des Moduls / Qualification and learning objectives	<p><u>Knowledge and understanding</u> Students have the capability to explore scientific principles and concepts. Students enhance their capacity to plan and develop empirical research.</p> <p><u>Applying knowledge and understanding</u> Students enhance their capacity to plan and develop independent research.</p> <p><u>Making judgements</u> Students will learn how to identify a research problem and select adequate research questions.</p> <p><u>Communication</u> Students will develop a written proposal.</p> <p><u>Methodology</u> At the end of this training, the students should be able to develop a research proposal outlining main aspects of the planned Master´s Dissertation.</p>
Studiensemester / Study semester	Semester
Dauer des Moduls / Duration of the module	One semester

Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each semester
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (32 hours contact, 118 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	Students are required to be in their final semester of the TDS Master's program (that could be 2 nd ; 3 rd or 4 th semester depending on pathway).
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Report (8 pages) (not graded)
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 0% 3 and 4 semester programme: 0%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	self-study, independent research, block teaching
Literature	
<ul style="list-style-type: none"> ▪ Altinay, L., Paraskevas A. (2011). Planning research in hospitality and tourism (2nd Ed.). New York: Routledge. ▪ Brotherton B. (2008). Researching Hospitality and Tourism, London: Sage. ▪ Saunders M., Lewis, P., Thornhill, A. (2007). Research Methods for Business Students (4th Ed.). Harlow: Pearson Education. ▪ Veal, A.J. (2011). Research Methods for Leisure & Tourism: A Practical Guide (4th Ed.). Essex: Pearson Education 	

Modul Nr. / Module code	TDSM2700
Modulbezeichnung / Module description	Master's Dissertation and Colloquium
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ TDSM2710 Master's Dissertation ▪ TDSM2720 Master's Dissertation Colloquium
Inhalte des Moduls / Module syllabus	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 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 module on offer	Each semester
ECTS points (based on the workload)	25
Gesamtworkload / Overall workload composition	750 hours (750 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	The Master's Dissertation Colloquium is open to all students of the university (beside a master's dissertation with 'Sperrvermerk').
Voraussetzungen für Teilnahme / Prerequisites	In addition to the general admission criteria the master – examination requires that the dissertation 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: <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 In addition, the precondition for the dissertation is the successful participation in the mandatory field trips. All other cases need a written application to the examination board. The mandatory number of ECTS- points for the Master's Dissertation Colloquium is: <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 / Teaching and learning methods in the module	Counselling, scientific colloquium, self-study, independent research

Compulsory elective modules:

Students on the 2-semester study path must prove completion of at least 5 ECTS from the list of compulsory elective modules. You can choose modules from the 1st or 2nd subject semester. We recommend that students take the compulsory elective modules in their 1st subject semester. The compulsory elective modules of the 2nd subject semester are shown in sub-section (2).

Modul Nr. / Module code	TDSM1400
Modulbezeichnung / Module description	Managing Tourism Markets
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Tourism Product Development ▪ Sales
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - International tourism environment - Tourism market characteristics - Business models in travel and tourism - Market segmentation and target groups - Product conceptualization and development - Innovation and disruptive innovation - The 7P of service marketing - Principles of new venture creation - Entrepreneurship vs. intrapreneurship - Creating demand - Acquiring intelligence - Setting up strategy - Gaining customer commitment - Ongoing business and customer relationship - Various tourism-related business case studies - Sales and distribution procedures - Combine macro and micro perspective
Lernergebnisse des Moduls / Qualification and learning objectives	<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, business model and tourism market in the greater societal context. Understand the strategic dimension of managerial decisions with regard to tourism product development. 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. Evaluate tourism products against business environments and market trends.</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> Desk research, creative thinking; design thinking; pursuit of proactive sales approaches.</p>
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1200, TDSM1500, TDSM1600, TDSM1800, TDSM2000, TDSM2100, TDSM2300, TDSM2400, TDSM2700 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Seminars, lectures, case-studies, discussions, presentations
<p>Literature</p> <ul style="list-style-type: none"> ▪ Hall, C. M., & Williams, A. M. (2020) Tourism and Innovation. 2nd ed. Routledge. ▪ Harvard Business Review (2016) The Clayton M. Christensen Reader. Harvard Business Review Press. ▪ Homburg, Chr., Schäfer, H., Schneider, J. (2016): Sales Excellence, Wiesbaden: SpringerGabler ▪ Hudson, S., & Hudson, L. (2017) Marketing for Tourism, Hospitality & Events: A Global & Digital Approach. Sage. ▪ Trott, P. (2016). Innovation Management and New Product Development. 6th ed. Pearson. ▪ Neil Rackham: Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value; Mcgraw-Hill Professional, 1999 	

- Terri L. Sjodin: New Sales Speak: The 9 Biggest Sales Presentation Mistakes and How to Avoid Them; Wiley & Sons; 2. Aufl., 2006
- Zupancic, D. (2019): Sales Drive, Wiesbaden: SpringerGabler

Modul Nr. / Module code	TDSM1500
Modulbezeichnung / Module description	Global Business Development
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ International Tourism Business Strategies ▪ International Risk Management
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Tools for analysis of external and internal environment, tourism or related tourism company's core competences and capabilities - Concepts of strategic management, market analyses and risk management - Managing risk and international risk - Selected financial instruments - Development of strategic alternatives, selection and implementation - Apply financial instruments appropriately - 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.
Lernergebnisse des Moduls / Qualification and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Understand the business strategy process as well as the process of managing risks and international risks.</p> <p>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.</p> <p>Familiarize students will different kinds of risks companies face and the impact on business.</p> <p>Understand financial instruments to help mitigating risks.</p> <p><u>Applying knowledge and understanding</u></p> <p>Apply this understanding to real current problems in companies of all sizes as well as in all types of industries.</p> <p>Create general business as well as specific risk management strategies and handle practical issues.</p> <p>Apply appropriate financial instruments for e.g. entering new markets</p> <p><u>Making judgements</u></p> <p>Students are able to critical assess and to interpret markets, environments and certain risks from a</p>

	<p>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 institutional level, or in a context of a new destination) which may arise in the future.</p>
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1400, TDSM1600, TDSM1700, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Seminars, lectures, case-studies, discussions, presentation
<p>Literature</p> <ul style="list-style-type: none"> ▪ Angwin, D.; G. Johnson, Regner, P.; K. Scholes, & R. Whittington. 2019. Exploring strategy, Text and Cases. 12th 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", <i>European Management Journal</i>, 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, 13th ed., McGraw Hill
- Madura, F./ Fox, R. (2011): International Financial Management, 5th int. ed., South Western
- Wolke, T (2017): Risk Management, DE GRUYTER OLDENBOURG
- 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	TDSM1600
Modulbezeichnung / Module description	Tourism and Digitalization
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Digitalization in Tourism ▪ Designing Digital Innovations
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Megatrends, Tourism and Digitalization - Tourism 4.0 - Digitalization & Business Models - Digital Organization - Big Data & Tourism - Digitalization & Destination Management - IoT Value Creation & Business Models - Tourism, Digitalization & IoT - CRM & Tourism - Overview of modern innovation processes for developing digital innovations <ul style="list-style-type: none"> - Agile innovation processes - Selected case studies - Methods and techniques of human-centred design <ul style="list-style-type: none"> - Principles of human-centred design - Prototyping methods and tools - User-centred evaluation techniques - Design Sprint - Methodological introduction - Hands-on (online) Design Sprint workshop

<p>Lernergebnisse des Moduls / Qualification and learning objectives</p>	<p><u>Knowledge and understanding</u> Introduction into selected methods and techniques of user-centred design of digital innovations and related innovation processes. Understand the phenomena affecting tourism today and in the near future and the digital solutions on offer. Have a solid grasp on the technologies and strategies required for successful digitalization.</p> <p><u>Applying knowledge and understanding</u> Selected case studies illustrate their application in practice. The introduced methods are applied in supervised exercises and final group work to solve a real-world problem. Performing an adapted version of an Online Design Sprint based on the Google Design Sprint methodology. Design data-driven user-centric experiences and processes.</p> <p><u>Making judgements</u> Examine how digitalization is shaping business models in tourism management.</p> <p><u>Communication</u> Articulate challenges and opportunities that arise from digitalization for the tourism industry.</p> <p><u>Learning skills</u> Understand why and how digital tourism has revolutionized the way tourists research, plan and experience their holidays as well as how to master to master big data, mobile payments, reputation management and micro-location to remain relevant in the tourism industry. Evaluate the possibilities of digital innovations and processes for the tourism industry. Evaluate the role of digitalization for destination management.</p> <p><u>Methodology</u> Dealing with change and near future applications in tourism. Enhance students' strategic thinking and acting abilities.</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 module on offer</p>	<p>Each academic year</p>
<p>ECTS points (based on the workload)</p>	<p>5</p>
<p>Gesamtworkload / Overall workload composition</p>	<p>150 hours (64 hours contact; 86 hours self-study)</p>
<p>Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)</p>	<p>Compulsory Elective</p>

Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1200, TDSM1800, TDSM2000, TDSM2100 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Seminars, lectures, exercises, case-studies, discussions, presentation
Literature	
<ul style="list-style-type: none"> ▪ Beyer, H. & Holzblatt, K. (1998). Contextual Design: Defining Customer-Centered Systems, Morgan Kaufmann ▪ Egger, R.; Bulencea, P: (2015): <i>Gamification in Tourism: Designing Memorable Experiences</i>, Books on Demand ▪ Greenberg, S. et al. (2011): <i>Sketching User Experiences, The Workbook</i>, Morgan Kaufmann. ▪ Kelley, C.; Littmann, J. (2004): <i>The Art of Innovation</i>. ProfileBooks Ltd. London. ▪ Koskinen I., Zimmerman, J., Binder, T., Redström, J., Wensveen, S.. (2011). <i>Design Research Through Practice: From The Lab, Field and Showroom</i>. Waltham: Elsevier ▪ Müller-Prothmann, T (2014): <i>Innovationsmanagement: Strategien, Methoden und Werkzeuge für systematische Innovationsprozesse</i>. Hanser ▪ Nielson, J. (1994). <i>Usability Engineering</i>, Morgan Kaufmann. ▪ IDEO, <i>The Field Guide to Human-Centered Design</i>, https://www.designkit.org/resources/1 ▪ <i>Tourism, Hospitality and Digital Transformation: Strategic Management Aspects</i>, K. Tajeddini, V. Ratten, T. Merkle (Eds.), Routledge, 2019 ▪ Un World Tourism Organization (Eds.), UNWTO (2014): <i>Tourism and New Technologies</i>. 	

(2) The course schedule for the 3-semester master's degree course Tourism Development Strategies consists of:

- Compulsory modules with a total of 70 ECTS points
- Compulsory elective modules with a total of 20 ECTS points (from four selected modules)

The 3-semester master's degree course Tourism Development Strategies consists of the compulsory and compulsory elective modules described in sub-section (1) as well as the following compulsory and compulsory elective modules:

Compulsory modules:

Modul Nr. / Module code	TDSM1700
Modulbezeichnung / Module description	Managing Financial Performance
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Financial vs. managerial accounting - Rulesets (HGB, IFRS and US-GAAP) - Financial statement analysis - Ratio analysis - Cost behaviour - Cost-volume-profit analysis - Activity-based costing - Marginal analysis - Yield management - Budgeting - Package tour calculation - Financial performance of tourism businesses
Lernergebnisse des Moduls / Qualification and learning objectives	<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, calculate package tour costs and prices for various exercises.</p> <p><u>Making judgements</u> Decide on effective pricing and/or cost analysis methods for various travel and tourism-related cases and scenarios. Assess the financial situation of tourism-related organizations in their societal and industry contexts; detect critical issues of organizations based on financial ratios; evaluate the viability of financial budgets; identify conflicts of interest in financial performance reporting and goalsetting as well as in the tourism intermediate scenery; evaluate financially driven decisions through different lenses.</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></p>

	<p>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 or losses within contemporary accounting, finance and revenue management 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.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1200, TDSM1400, TDSM1500, TDSM1800, TDSM1900 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Seminars, case-studies, discussions, nano-talks

Literature

- Atrill, P., & McLaney, E. (2015) Management Accounting for Decision Makers. 8th ed. Pearson.
- Datar, S. M., & Rajan, M. V. (2017) Horngren's Cost Accounting: A Managerial Emphasis. Global ed. Pearson.
- Phillips, R. (2021) Pricing and Revenue Optimization. 2nd ed. Stanford University Press.
- Rundshagen, V. (2016) Financial Accounting: First Semester Symphony. Epubli.
- Rundshagen, V. (2017) Cost Accounting: Very Short Stories and Rather Basic Concepts. Epubli.
- Weygandt, J. J., Kieso, D. E., & Kimmel, P. D. (2008) Accounting Principles. 8th ed. Wiley.

Modul Nr. / Module code	TDSM1800
Modulbezeichnung / Module description	Destination
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Spatial Tourism Planning ▪ Strategic Destination Development
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Planning principles and regulations in reference to destination and resort planning. - Land-use-conflicts - Types and administration of destination governance processes. - Spatial hierarchies in the tourism system. - Strategic destination development - Destination competitiveness - Sustainable destination development - Events and destination development - Cash-flow statement and Ratio analysis - 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. - Planning sciences - Spatial sciences
Lernergebnisse des Moduls / Qualification and learning objectives	<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</p>

	<p>well as to co-operate with stakeholders. Analyse and assess financial statements. Apply moderation techniques in order to solve complex disputes amongst various stakeholders.</p> <p><u>Making judgements</u> Identify and experience perspectives of various stakeholders in a destination management context. Evaluate the overall situation of a tourism business or a destination to elaborate a strategic development plan.</p> <p><u>Communication</u> 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> Synthesize information and provide solutions in response to various problems and issues related to a specific destination or tourism business. 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><u>Methodology</u> Be able to transfer tourism knowledge to unknown destinations. Improve analytical and conceptual skills.</p>
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Module duration	One semester
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1200, TDSM1400, TDSM1500, TDSM2300, TDSM2400, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English / German
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)

Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Seminars, case-studies, discussions, reflection rounds, computer simulation
<p>Literature (case studies & Journal articles etc. during classes)</p> <ul style="list-style-type: none"> ▪ Bieger, T. Beritelli, P. Laesser, C. (Hrsg.) (2018): Wettbewerb und Digitalisierung im alpinen Tourismus. Schweizer Jahrbuch für Tourismus 2017/2108, Erich Schmidt ▪ Dredge, D. (2011): Stories of Practice: Tourism Policy and Planning, Ashgate ▪ Hall M. C. (2008) Tourism Planning: Policies, Processes and Relationships, Pearson ▪ Hall, M./ Gössing, S./ Scott, D. (2015): The Routledge Handbook of Tourism and Sustainability. Routledge ▪ Heath, E./ Heath, L.Ed./ Wall, Q. (1992): Marketing Tourism Destinations: A Strategic Planning Approach, John Wiley & Sons ▪ Morrison, A.M. (2018): Marketing and Managing Tourism Destinations. 2nd ed., Routledge ▪ Wang, Y./ Pizam, A. (Ed.) (2011): Destination Marketing and Management: Theories and Applications, Cab Intl ▪ Travis, A.S. (2016): Planning for Tourism, Leisure and Sustainability: International Case Studies, Cabi ▪ Pechlaner, H. (Hrsg.) (2020): Destination und Lebensraum. Perspektiven touristischer Entwicklung. Springer ▪ Queensland Department of Tourism, Major Events, Small Business and The Commonwealth Games (DTESB) (2013): Next Generation Tourism Planning: a guideline for planners in Queensland, State of Queensland ▪ Wall, G.; Mathieson A. (2008): Tourism, Prentice Hall ▪ 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 ▪ International Journal of Culture, Tourism and Hospitality Research, Vol. 14 No. 2, pp. 273-294 (2020) McLoughlin, E.; Hanrahan, J.; Duddy, A.M.: Application of the European tourism indicator system (ETIS) for sustainable destination management. Lessons from County Clare, Ireland. 	

Modul Nr. / Module code	TDSM1900
Modulbezeichnung / Module description	Personal Skill Development – Values based Management
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Business Ethics and Corporate Governance ▪ Self Management
Inhalte des Moduls / Module syllabus	<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 - 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 skills, abilities and behavioural strategies to orientate on a value system applied within private

	<p>and corporate settings.</p> <ul style="list-style-type: none"> - The development of intrapersonal and interpersonal abilities and skills (Emotional Intelligence) develop holistically awareness, reflexion and management of those abilities and skills to draw on sound value systems applicable within business and management in different & diverse cultures and multi-faceted global economies. - Difference and utility of typical performance versus maximum performance (Emotional Intelligence) - Career-related success; self-control, self-monitoring & empathy, goal setting, emotional reflection, decision making, stress management, team building processes, conflict management, communication skills - Ethics in Philosophy with hindsight to past, present and future perspectives - Ethics in business and management as innovation for future organisations and creating competitive advantages - Code of ethics; corporate governance and business ethics; Shareholder / stakeholder theory; Corporate Citizenship
<p>Lernergebnisse des Moduls / Qualification and learning objectives</p>	<p><u>Knowledge and understanding</u> 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 working with scientific data and case studies what effects and consequences a lack of intrapersonal and interpersonal abilities and missing values may have on both corporations, society explicitly and individuals in particular.</p> <p><u>Applying knowledge and understanding</u> In-depth discussions, reflections, verbal and non-verbal interactions, role plays and the application of theoretical foundations and concepts enable students to increase perception and meaning and holistic understanding. 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 competencies and utilize their potential for further</p>

	<p>individual development.</p> <p><u>Communication</u> Students may perceive, communicate and discuss both intra-personal and interpersonal 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 nurture their abilities on cognitive and emotional abilities (Emotional Intelligence).</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 module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1100, TDSM2000, TDSM2100, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English / German
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours (not graded)
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	3 and 4 semester programme: 0%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	<p>The amount of people participating per group is limited to 15 students in the course “Self Management”.</p> <p>Seminars, lectures, workshops, case-studies, exercises, discussions, reflection rounds, team building activities</p>
<p>Literature</p> <ul style="list-style-type: none"> ▪ Scherl, W.G. (2021) Nurture Emotional Intelligence Abilities – The Correspondence Paradigm as innovative Method to develop EI (International Journal submitted). ▪ Scherl, W.G. (2016) Genealogy and Conceptual Foundations of Emotional Intelligence (EI) and Social Intelligence (SI). American Journal of Scientific Research, Vol 18, 2. 	

- 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, ICAM 1990–Conference of International Cooperation on Advances in Management, London, UK.
- Weiss, J. (2021) Business Ethics: A Stakeholder and Issue Management Approach, London, Pearson.
- Crane, A., Matten, D., (2019) Business Ethics, Oxford, Oxford University Press
- Journal Articles recommended in Lecture

Compulsory elective modules:

Modul Nr. / Module code	TDSM2000
Modulbezeichnung / Module description	Strategic Human Resource Management
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ International Human Resource Management and Employer Branding ▪ Negotiation Strategies
Inhalte des Moduls / Module syllabus	<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 relations, multiparty and multiple issue negotiations; - '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. - Strategic HRM interlinks knowledge and understanding with traditional HR practice. - Critical & abstract thinking of current HR cases facilitates analysis and evaluation of strategic and sustainable orientation.

	<ul style="list-style-type: none"> - Case studies (e.g. Coca Cola; Thomas Cook; Aida Cruises; Daimler; VW; Lufthansa) - Development of individuals and groups in frequent changing & competitive corporate environments - Human resources recruit 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 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 and delicate negotiations 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 sustainably for our common future.</p> <p><u>Methodology</u> Students familiarize with the topic of SHRM on postgraduate level. Based on research they internalise</p>

	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.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1300, TDSM1500, TDSM1900 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Lectures, workshops, case-studies, discussions, exercises, reflexion rounds
Literature	
<ul style="list-style-type: none"> ▪ Rees, G. and Smith, P.E. (2021) Strategic Human Resource Management: An International Perspective, New York, Sage Publications. ▪ Blokdyk, G. (2019) Negotiation Strategy – a Complete Guide, 5Starcooks, Stockholm. ▪ Bailey, C., Mankin, D., Kelliher, C. and Garavan, T. (2018) Strategic Human Resource Management, Oxford, Oxford University Press. ▪ Cunningham, J.B. (2016) Strategic Human Resource Management in the Public Area, London, Palgrave. ▪ Scherl, W.G. (2016) Genealogy and Conceptual Foundations of Emotional Intelligence (EI) and Social Intelligence (SI). American Journal of Scientific Research, Vol 18, 2. ▪ Truss, C., Mankin, D. & Kelliher, C. (2012) Strategic Human Resource Management, Oxford, Oxford University Press. ▪ 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) 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. 	

- Thomson, L.L. (2015) The Mind and the Heart of the Negotiator, Boston, Pearson.
- Journal Articles recommended in Lecture

Modul Nr. / Module code	TDSM2100
Modulbezeichnung / Module description	Communication and Media Management
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Brand Communication and Media ▪ Media Management
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Defining the Media Industry - The Strategic Context - Strategic Concepts for the Media Industries - Strategic Responses to Technological Change - 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 - Insights into several case studies (e.g. BuzzFeed, The Guardian, Netflix, NY Times, BBC) - Social Media, Media Planning - Evaluating brands, customer behaviour and the usage of modern communications instruments in tourism business - The role of creativity in the media - Culture, Mindset and Strategy: Building a pro-digital-culture - Neurology, Learning and brand building process
Lernergebnisse des Moduls / Qualification and learning objectives	<p><u>Knowledge and understanding</u></p> <p>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></p> <p>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</p>

	<p>behind media and cross-media expansion and analyse the practical economic advantages associated with these strategies.</p> <p>They are capable of analyzing, describing and discussing the practical implications for media firms of 'convergence' and of 'globalization'.</p> <p>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.</p> <p>They are enabled to evaluate selective communication tools for suitability in given markets.</p> <p><u>Communication</u></p> <p>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></p> <p>Critical thinking, creative thinking, communicating, and collaborating.</p> <p>Evaluating communications instruments for brands and market situations.</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 contexts. They have a synoptic view of change and decision-making within media organizations.</p> <p>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 module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory Elective
Verwendbarkeit des Moduls /	TDSM1000, TDSM1100, TDSM1400, TDSM1500,

Applicability of module	TDSM1900, TDSM2000 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in 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 ▪ Spitzer, M. (2006): Better than thought: Learning, Dopamine and Neuroplasticity. Report for Organisation for Economic Co-operation and Development (OECD), Jan. 2006 ▪ 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. ▪ 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. ▪ Küng, L. (2008). Strategic Management in the Media: Theory to Practice. London: Sage. ▪ 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. <p>Marketing for hospitality and tourism / Philip Kotler; John Bowen; James, latest ed. Upper Saddle River, NJ [u.a.] : Prentice-Hall, 1998</p>	

Modul Nr. / Module code	TDSM2200
Modulbezeichnung / Module description	Political Economy of Tourism
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Concepts, theories and history of political economy - Cultural hegemony - Varieties of capitalism and democracy - Neoliberalism as dominant ideology - Contemporary debates and critique of globalization - The European Union in a context of political economy - Power relations in tourism - Growth, inequality, poverty and tourism

	<ul style="list-style-type: none"> - Stakeholder involvement and participation in tourism - Alternative political economies in tourism - Case studies of tourist destinations and business models from different world regions
Lernergebnisse des Moduls / Qualification 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 and other issues of political economy; identify cultural hegemonic mechanisms; evaluate 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 major stakeholders in international tourism.</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> In-class discussion, question mainstream and alternative assumptions; select appropriate theory or analytical tools to deal with challenges of political economy in changing tourism contexts; problem-solving and case studies in various 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 module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1500, TDSM1800 and likewise relevant for other postgraduate modules within our Business School

Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Lectures, case studies, group work, exercises and discussions
Literature	
<ul style="list-style-type: none"> ▪ Biebricher, T. (2019) The Political Theory of Neoliberalism. Stanford University Press. ▪ Bourguignon, F. (2017) The Globalization of Inequality. Reprint ed. Princeton University Press. ▪ McIntosh, M. (2015) Thinking the Twenty-First Century: Ideas for the New Political Economy. Greenleaf. ▪ Milanovic, B. (2019) Capitalism, Alone: The Future of the System That Rules the World. Harvard University Press. ▪ Mosedale, J. (2011) Political Economy of Tourism. Routledge. ▪ Mosedale, J. (2016) Neoliberalism and the Political Economy of Tourism. Ashgate. ▪ Ravenhill, J. (2020) Global Political Economy. 6th ed. Oxford University Press. 	

Modul Nr. / Module code	TDSM2300
Modulbezeichnung / Module description	Supply Chain in Tourism
Ggfs. Lehrveranstaltungen des Moduls / If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Supply Chain Management ▪ Supply Chain in Tourism
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - Goal of a supply chain - Basic concepts of supply chain, (Cycle and push/pull views of a supply chain) - Achieving strategic fit - Distribution Networks and Network Design - Planning Supply and Demand in a Supply Chain including a tour operator perspective. - Pricing and Revenue Management in a Supply Chain - Information Technology in a SupplyChain - Sustainability and CSR in the field of supply chain management
Lernergebnisse des Moduls / Qualification and learning objectives	<p><u>Knowledge and understanding</u></p> <ul style="list-style-type: none"> - acquire basic concept of supply chain, while understanding the supply chain performance via Supply chain drivers and metrics. - understand the drivers of supply chain performance - know the role of Distribution in the Supply Chain - understand the special challenges for tourism supply chain management (inventory management, Tourism Supply Chain coordination, two-party-relationship, etc.) - be aware of Certification Systems in the context of supply chain management while considering the specific

	<p>situation in tourism</p> <p><u>Applying knowledge and understanding</u></p> <ul style="list-style-type: none"> - apply supply chain analysis and optimization processes as well as setting up whole supply chains - design a Supply Chain while addressing distribution ways in tourism industry and the uncertainty of tourism demand. - discuss the importance of expanding the scope of strategic fit across the supplychain - explain the Bullwhip Effect and reflect upon its role in the context of digitalization <p><u>Making judgements</u></p> <p>Identify major challenges in supply chain management from an individual business perspective while considering issues of sustainability and CSR.</p> <p><u>Communication</u></p> <ul style="list-style-type: none"> - describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy. - discuss the role of E-Business in the context of supply chain management - outline critical issues in Tourism Supply Chain Management <p><u>Learning skills</u></p> <p>Familiar with planning Supply and Demand in a Supply Chain including a tour operator perspective, Pricing and Revenue Management in a Supply Chain, Information Technology in a Supply Chain and sustainability and CSR in the field of supply chain management</p> <p><u>Methodology</u></p> <ul style="list-style-type: none"> - apply forecasting methods and be able to estimate seasonal factors - be familiar with adaptive forecasting
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1200, TDSM1300, TDSM1500, TDSM1800 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	English

Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Lectures, workshops, case-studies, discussions, exercises, reflexion rounds
<p>Literature</p> <ul style="list-style-type: none"> ▪ Chopra, S.; Meindl, P. (2009): Supply Chain Management: Strategy, Planning and Operation, Prentice Hall ▪ Dwivedi, A.; Butcher, T. (2008): Supply Chain Management and Knowledge Management: Integrating Critical Perspectives in Theory and Practice, Palgrave ▪ Song H. (2012).: Tourism Supply Chain Management, Routledge ▪ Kullapa Soratana et.al (2020) SupplyChain Management of Tourism Towards Sustainability, Springer ▪ Mangan, J., Lalwani C. (2016): Global Logistics and Supply Chain Management, John Wiley & Sons ▪ A collection of research articles/papers in addition to the textbooks. 	

Modul Nr. / Module code	TDSM2400
Modulbezeichnung / Module description	Cultural Heritage Management in Tourism
Ggfs. Lehrveranstaltungen des Moduls / If applicable, classes in the module	
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - The content of the module combines various fields of studies related to the heritage paradigm; addressing different perspectives on heritage, outlining the broadness of the field as well as different techniques in heritage communication and presentation. - Insights into state of the art trends and strategies in the field of heritage management in tourism. - Approaches to the creation of high-quality tourism products in the field by considering various dimensions such as guiding, storytelling, co-creation, etc.
Lernergebnisse des Moduls / Qualification and learning objectives	<p><u>Knowledge and understanding</u></p> <ul style="list-style-type: none"> • Identify types of heritage and its interpretation's significance • Understand the meaning of heritage through different perspectives • Define heritage products and the framework in which they are used • Recognize the basics of the interaction between heritage and tourism • Understand the ambiguity of the tourism-sustainability relationship • Understand debates on the process of identity • Identify problems related to the uses of heritage in Europe. • Provide a brief theoretical overview on the role

	<p>played by the guides in the delivery of touristic experience</p> <ul style="list-style-type: none"> • Understand the concept of ‘co-creation’ and its link to the ‘experience economy’ <p><u>Applying knowledge and understanding</u></p> <ul style="list-style-type: none"> • Apply the concept of spatial capital • Apply participatory methodologies to recover local spatial capital and • Become aware of the role and potential of co-creation in tourism • Become aware of the role and potential of co-creation in cultural heritage and creative tourist experiences • Promote local and international networking for tourism development • Apply the concept of narratives in the context of various tourism sites • Analyse current trends and niche tourism products. • Analyse and highlight guides’ importance in the creation and provision of authentic experiences • Propose strategies that promote sensory engagement in cultural heritage, • Explain and give examples of personalisation dimensions <p><u>Making judgements</u></p> <ul style="list-style-type: none"> • Identify ways of developing appealing co-creative culture-based tourism opportunities, • Examine the unique problems involved in tourism development in different region related to ongoing changes. • Being able to identify critical issue in developing and managing tourism Networks <p><u>Communication</u></p> <ul style="list-style-type: none"> • Highlighting the most challenging and rewarding tasks necessary to take into account while being a guide, • Suggest improvements for touristic experiences at cultural heritage attractions. • Suggest strategies which raise cognitive engagement and create immersive experiences in contexts of cultural heritage <p><u>Learning skills</u></p> <ul style="list-style-type: none"> • Be able to reflect upon the specific situation of heritage sites regarding given narratives • Viewing perceptions of heritage from a visitor perspective • Evaluate the role of international tourism as an agent of change in a globalised world. <p><u>Methodology</u></p> <ul style="list-style-type: none"> • Evaluate some territorial and landscape potentials of a given region • Dealing with change and enhance students’ strategic thinking and acting abilities.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Module duration	One semester

Häufigkeit des Angebots des Moduls / Frequency of the module on offer	Each academic year
ECTS points (based on the workload)	5
Gesamtworkload / Overall workload composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000; TDSM1200; TDSM1300, TDSM1600; TDSM1800; TDSM2300 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Weighting of the mark in the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Seminars, online lecture, discussions
Literature	
<ul style="list-style-type: none"> ▪ Staiff, R. et al (2013): Heritage and Tourism: Place, Encounter, Engagement, Routledge ▪ Dallen, T. (2011): Cultural Heritage and Tourism: An Introduction, Channel View ▪ Journal of Heritage Tourism ▪ Journal of Tourism and Cultural Heritage ▪ Journal of Cultural Heritage Management and Sustainable Development 	

(3) The course schedule for the 4-semester master's degree course Tourism Development Strategies consists of:

- Compulsory modules with a total of 100 ECTS credits
- Compulsory elective modules with a total of 20 ECTS points (from four selected modules)

The 4-semester master's degree course Tourism Development Strategies consists of the compulsory and compulsory elective modules described in sub-sections (1) and (2), as well as the following compulsory and compulsory elective modules:

Compulsory module:

Modul Nr. / Module code	TDSM2500
Modulbezeichnung / Module description	Internship and Evaluation
Ggfs. Lehrveranstaltungen des Moduls/ If applicable, classes in the module	<ul style="list-style-type: none"> ▪ Internship ▪ Evaluation
Inhalte des Moduls / Module syllabus	<ul style="list-style-type: none"> - internship and internship evaluation - internship length - minimum 21 weeks
Lernergebnisse des Moduls / Qualification and learning objectives	<u>Knowledge and understanding</u> Students internalize knowledge and competencies achieved from their undergraduate and postgraduate

	<p>studies. They further develop and optimize their qualification within organisations in business and tourism management.</p> <p><u>Applying knowledge and understanding</u> Students familiarize within real life settings – successful organisations – and apply their theoretical knowledge, skills and competencies beneficial for both organisations and students’ individual development.</p> <p><u>Making judgements</u> Students are provided with opportunities to further develop both their technical and personal qualification. They are enabled to apply their technical skills and competencies within profit and non-profit organisations. They personally develop enormously in their social and emotional intelligence abilities – and their personality – to realize and utilize their potential.</p> <p><u>Communication</u> Students are working together within corporate teams and clients – developing their interpersonal and intrapersonal skills e.g. communication, intercultural sensitivity, reflexion skills, critical thinking, etc. The internship report reflects students’ overall achievement.</p> <p><u>Learning skills</u> Students general development after their internship may mirror skills and competencies e.g. effective decision making, time management, result orientation, team orientation, problem solving, etc.</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 module on offer	Each academic year
ECTS points (based on the workload)	30
Gesamtworkload / Overall workload composition	900 hours (60 hours evaluation; 840 hours internship)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module (compulsory, elective, etc.)	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000-TDSM2400, TDSM2600, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	German/English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Types and length of assessment / Prerequisites	Experimentelles Arbeiten (not graded) (30 Stunden)

Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	4 semester programme: 0%
Lehr- und Lernmethoden des Moduls / Teaching and learning methods in the module	Field work, reflection, presentation

(4) The different weightings of the module marks for the 2-semester, 3-semester and 4-semester master's degree courses can be found in the module descriptions.

(5) For the types of assessment, please refer to the stipulations of § 7 of the Subject-Specific Examination Regulations for the master's degree course Tourism Development Strategies, according to which alternative types of examination to those listed above are possible.

Part Three: Final Provisions

§ 9 Transitional Provisions

(1) These Study Regulations apply to all students who are subject to the Subject-Specific Examination Regulations for University of Applied Science Stralsund's master's degree course Tourism Development Strategies.

(2) These Study Regulations apply for the first time to students who enrolled to the 2-semester, 3-semester or 4-semester master's degree course Tourism Development Strategies in winter semester 2021/2022. They do not apply to students who had enrolled previously.

(3) For students who started their studies in the master's degree course Tourism Development Strategies before winter semester 2021/2022, the provisions of the Study Regulations of 21 June 2017 continue to apply, but no later than 28 February 2026.

§ 10 Entry into Force

(1) These Study Regulations enter into force on the day after their publication on University of Applied Science Stralsund's website.

(2) The regulations for the master's degree course Tourism Development Strategies as set out in the Study Regulations of 21 June 2017 shall cease to apply when these Study Regulations enter into force.

Issued on the basis of the resolution passed by the Academic Senate of University of Applied Science Stralsund on 18 May 2021 and following approval from the Rector of 21 May 2021.

Stralsund, 21 May 2021

**The Rector
of Hochschule Stralsund,
University of Applied Sciences,
Prof. Dr. Petra Maier**

Publication note:

This statute was published on UAS Stralsund's website on 10 June 2021 .

Appendices

Appendix I - Internship Guidelines

Internship Semester

Contents:

1. Introduction
2. Scope and Degree-Course Specific Contents of the Internship Semester
 - 2.1. Scope
 - 2.2. Degree-Course Specific Contents
3. Registration and Recognition of the Internship Semester
4. Selection of Internship Placement
5. Legal and Social Status of the Students
 - 5.1. Legal Status
 - 5.2. Payment
 - 5.3. Insurance/Liability
 - 5.4. Intern Contract
6. Supervision of Students
7. Completing Internship Semesters Abroad

Introduction

An internship semester must be completed as part of the 4-semester master's degree course Tourism Development Strategies. The goal of the internship semester is to apply the knowledge gained during studies to everyday work situations and/or to gain subject-specific skills and knowledge, as well as being introduced to subject-specific work practice and common tasks of the future field of professional work.

The internship semester concludes the training in the master's degree course. Following completion of the internship, students seamlessly progress to the work on their dissertation.

The students are responsible for organising the internship semester themselves. UAS Stralsund supports the students with the organisation of their internship and advises them with regard to their choice of internship company.

Scope and Degree-Course Specific Contents of the Internship Semester

Scope

The internship semester covers a continuous internship period of at least 21 weeks. Periods of absence must generally be made up for. If the training objective of the internship is not affected by the absence, it is not necessary for the absence to be made up for if it can be proven that the student is not responsible for their absence (e.g. illness, company closure, military manoeuvres) and the absence did not exceed a total of 6 working days.

The internship company must give the student an introduction to the tasks expected of them, any related areas and broader contexts. It would be desirable for them to take part in team meetings related to their field of work and receive an insight into related fields of work at the company.

The tasks expected of the student should be compatible with the student's subject knowledge and length of internship, correspond with the level of training and be in accordance with the aims of the internship semester. It is recommended that the tasks should be structured and that the tasks expected are updated according to their progress and the current limiting conditions.

Degree-Course Specific Contents

The following aspects describe the expected content of the internship semester:

During their internship semester, students should work independently or in a team under expert supervision on tasks that belong to typical fields for graduates of the degree course Tourism Development Strategies.

The contents of the internship semester should be planned in such a way that degree-course specific problems can be considered using an appropriate amount of practice and theory.

Registration and Recognition of the Internship Semester

Before beginning their internships, the students must register their internship semester with the Internship Officer responsible for internship semesters for their degree course. This person will decide whether the internship placement will be recognised.

The internship semester shall be recognised as 'successfully completed' or not recognised as 'not successfully completed'.

The respective subject representative shall make this decision and grant recognition in agreement with the Internship Officer. The students will be informed of the result.

Recognition is granted:

- on the basis of the internship reports and presentations produced by the students,

If at all possible, the internship report shall be completed by the students during their internships. The correctness of the report shall be checked and signed by the internship company and it must then be submitted to the respective subject representative within two weeks after the end of the internship. The report should be approximately 10 A4 pages long. In particular, the report should name the tasks that were given to the students and describe important work results. The report must provide details of the length of time it took to complete the tasks and the departments at the company for which the work was done.

Further details regarding the kind and contents of the internship report can be made on agreement between the internship company and the supervising subject representative.

The activity report (see appendix) must be completed by the internship company and describes the kind and duration of tasks in the individual training sections. If there have been periods of absence during the internship semester, the supervising subject representative at UAS Stralsund will decide in consultation with the internship supervisor at the internship company whether the absence will affect the recognition of the internship semester.

If the School of Business Studies initially refuses to recognise the internship semester, it stipulates under which circumstances recognition could be granted.

Selection of Internship Placement

The internship semester must be completed outside of the university, at a company, an authority or institution (internship company).

The internship company shall make sure that the internship approaches questions relevant to the degree course. The tasks of the professional internship semester have to complement the study contents in a useful manner or be appropriately related to the study contents.

The students are required to search for their own internship position. They apply as an intern to a suitable internship company. The students must provide details about the internship position to the Internship Officer at UAS Stralsund's respective faculty, who must grant approval prior to the commencement of the internship semester.

If a student fails to gain a position as an intern at the internship companies that they have applied to, UAS Stralsund will support them in their search for an internship by naming internship companies that have previously been willing to take on students.

Legal and Social Status of the Students

Legal Status

Unless otherwise stated in the University's *Grundordnung* (Basic Regulations), during the internship semester, students are enrolled as regular university students with all corresponding rights and obligations.

Payment

Students completing an internship semester have no legal entitlement to payment.

Insurance/Liability

During the internship semester, students are covered for work accidents by the trade association responsible for the internship company. The provisions of student health insurance in accordance with § 5(1) no. 10 SGB V also apply for students doing an internship semester.

However, in accordance with court rulings from the Federal Social Court, students are not required to pay into mandatory health, pension and unemployment insurances for employees (court ruling from the Federal Social Court of 17 December 1980, Ref.: 12 RK 10/79).

It is recommended that students take out liability insurance if not already required by the internship company or the liability risk is not covered by the internship company's insurance.

Intern Contract

A contract signed by the student and the internship company shall form the legally binding basis for the internship relationship for the duration of the internship semester. This internship contract must be signed by the corresponding Internship Officer prior to the start of the internship semester.

The contract should make provisions for the following points:

a) Obligations of the internship company:

- to train the students in accordance with these guidelines for the internship semester for the agreed duration of the internship,
- to instruct the student with regard to valid regulations, in particular work regulations and health and safety regulations, as well as the provisions pertaining to confidentiality and secrecy,
- to allow the member of staff from UAS Stralsund overlooking the subject-specific aspects, to supervise the students,
- to provide the students with written proof of the kind and duration of the individual tasks,
- to check and sign the internship report that must be written by the students,

- to allow students to make up for periods of absence in accordance with 2.1,

b) Obligations of the student:

- to take advantage of the training opportunities on offer,
- to carry out the tasks stipulated in the contract with due care,
- to obey orders from the internship company and persons commissioned by the internship company,
- to observe the valid regulations, in particular work regulations and health and safety regulations, as well as the provisions pertaining to confidentiality and secrecy,
- to write an internship report,
- to inform the internship company immediately of any absence and, if the absence is due to illness, to submit a doctor's certificate by the 3rd day of illness.

c) Issues regarding the students' insurance cover.

d) The possibility of termination prior to the agreed length of contract.

It is possible for special provisions to be made between the internship company and the students. The following persons will be named in the internship contract:

- the internship supervisor at the internship company,
- the respective Internship Officer at UAS Stralsund, and
- the subject representative supervising the subject-specific aspects.

The enclosed contract (see appendix) should be used for drawing up the contract. Deviations from the contract must be checked by the Internship Officer and countersigned on approval.

Supervision of Students

An internship supervisor shall be named by the respective internship company, who shall plan the course of the internship semester with the students and supervise them during their internship at the company.

Students will also be supervised by the named subject representative at UAS Stralsund with regard to subject-specific and organisational aspects. This person is also the contact person for the internship company for any issues regarding the internship semester.

Completing Internship Semesters Abroad

The realisation of the internship semester at private and public companies and institutions abroad is desirable if they are able to teach the knowledge and skills that correspond with the internship semester's objective. Apart from students contacting companies independently, support can also be requested from corresponding associations via submission of a request to the International Affairs Officer at UAS Stralsund.

Activity Report

Mr./Ms. _____

born
on _____ in _____

residential address _____

was employed
from _____ to _____

as a university intern to support professional training, as follows:

from	to	Weeks	Type of Employment

total number of weeks:

Days of absence during employment _____, of which _____ days were due to illness, _____ days due to other absence.

The internship report was written by the student and has been approved for submission to UAS Stralsund.

(Company stamp and signature)

Intern Contract

The following **CONTRACT** is concluded between

_____ - hereinafter internship company -

_____ (Name, address, telephone no. etc.)

and

Mr./Ms. _____

Born

on _____ in _____

Residential address _____

Student at University of Applied Sciences Stralsund

on the degree course _____

of the School of _____

- hereinafter student -.

§ 1 General Information

The student is completing an internship semester as part of the above-named degree course. The Internship Guidelines, Part 2: Internship Semester is a component of this contract.

§ 2 Student Tasks

The following tasks are planned for the student:

§ 3 Obligations of the Contract Parties

(1) The internship company is obliged to

1. Train the student during the period from _____ to _____
(= a minimum of 21 weeks) for the internship semester pursuant to the provisions named in § 1 and, furthermore, to allow them to make up for possible periods of absence,
2. Grant the student leave to take examinations at the university,
3. Check and sign the internship report that must be written by the student,
4. Issue the student with a professional reference on request,
5. Provide the student with written proof of the kind and duration of the individual tasks,
6. Allow the subject representative from UAS Stralsund to supervise the student,
7. Instruct the student with regard to valid regulations, in particular work regulations and health and safety regulations, as well as the provisions pertaining to confidentiality and secrecy.

(2) The student is obliged to behave accordingly for the purpose of their training, in particular, to

1. Take advantage of the training opportunities on offer,
2. Carry out the tasks stipulated in the guidelines with due care,
3. Obey orders from the internship company and person commissioned by the internship company to supervise the internship,
4. Observe the valid regulations, in particular work regulations and health and safety regulations, as well as the provisions pertaining to confidentiality and secrecy,
5. Write an internship report,
6. Inform the internship company immediately of any absence and, if the absence is due to illness, to submit a doctor's certificate by the third day of illness.

§ 4 Reimbursement of Expenses and Payment Entitlement

§ 5 Internship Supervisor

The internship company appoints Mr./Ms. _____ as the internship supervisor of the student.

The supervisor is both contact person for the student and the subject representative from University of Applied Sciences Stralsund for all questions related to this employment contract.

§ 6 Insurance Cover / Liability

(1) By operation of law, during the internship semester, students are covered for work accidents by the trade association responsible for the internship company. In the event of an insurance claim, the internship company will provide University of Applied Sciences Stralsund with a copy of the accident notice for information purposes.

(2) If required by the internship company, the student must prove that they have valid liability insurance that covers the duration and the contents of the internship contract.

§ 7 Early Termination of Contract

The contract can be terminated or cancelled due to an important reason at any time and without notice.

The contract is terminated via written declaration from one of the parties addressed to the other contract party, after prior consultation with the respective subject representative.

§ 8 Copies of this Contract

Three identical copies of this contract must be signed. Both contract parties and University of Applied Sciences Stralsund each receive a copy.

§ 9 Other Arrangements

(Town and date)

Internship company:

(Signature)

(Town and date)

Student:

(Signature)

University of Applied Sciences Stralsund agrees to cooperate with the internship company in all matters related to the **realisation** of the internship. In accordance with § 5 of this contract, University of Applied Sciences Stralsund names Mr./Ms. _____ as the contact for the internship supervisor at the internship company for all organisational matters.

(Internship Officer).

The School of Business Studies names Mr./Ms. _____ as the subject representative at University of Applied Sciences Stralsund.

University of Applied Sciences Stralsund will inform the internship company about all matters related to the realisation of the internship and any changes to the Internship Guidelines during the internship period shall only be made after prior consultation with the internship company.

(Town and date)

Internship Officer at the above-named school

Appendix II - Course Schedule

Course Schedule for the 2-semester Master's Degree Course

Hochschule Stralsund

2-semester master's course

from winter term 2021-2022 onwards

Tourism Development Strategies (TDS)

Modul-Code	Modul	winter term 1st semester			summer term 2nd semester			
		sWS	ECTS Modul	PL	ECTS	sWS	ECTS Modul	PL
	Tourism and Development							
TDSM1000	Tourism in Practice		5	EA				
	Applied Tourism Management	2						
	International Field Trip	0						
TDSM1100	Individual and Organizational Development		5	K2				
	Diversity Management	2						
	Innovation & Change Management	2						
TDSM1200	Sustainability in Tourism	4	5	PA				
	Strategies and Implementation							
TDSM1300	Research and Case Project		10	EA				
	Applied Research	4						
	Case Project	4						
	Compulsory Electives (one out of eight in semester one or two = 5 ECTS)							
TDSM1400	Managing Tourism Markets		5	K2				
	Tourism Product Development	2						
	Sales	2						
TDSM1500	Global Business Development		5	K2				
	International Tourism Business Strategies	3						
	International Risk Management	2						
TDSM1600	Digitalization and Tourism		5	PA				
	Digitalization in Tourism	2						
	Designing Digital Innovations	2						
TDSM2000	Strategic Human Resource Management						5	PA
	International Human Resource Management and Employer Branding					2		
	Negotiation Strategies					2		
TDSM2100	Communication and Media Management						5	K2
	Brand Communication and Media					3		
	Media Management					2		
TDSM2200	Political Economy of Tourism					4	5	K2
TDSM2300	Supply Chain in Tourism						5	K2
	Supply Chain Management					2		
	Supply Chain in Tourism					2		
TDSM2400	Cultural Heritage Management in Tourism					4	5	K2
	Master's Thesis							
TDSM2600	Scientific Training					2	5	Bericht
TDSM2700	Master's Thesis and Colloquium						25	
TDSM2710	Master's Thesis				23	0		Thesis
TDSM2720	Master's Thesis Colloquium				2	0		M
	ECTS		30				30	

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

Course Schedule for the 3-semester Master's Degree Course

Hochschule Stralsund
Tourism Development Strategies (TDS)

3-semester master's course

from winter term 2021-2022 onwards

Modul-Code	Modul	winter term 1st semester			summer term 2nd semester			winter term 3rd semester				
		SWS	ECTS Modul	PL	SWS	ECTS Modul	PL	ECTS	SWS	ECTS Modul	PL	
	Tourism and Development											
TDSM1000	Tourism in Practice		5	EA								
	Applied Tourism Management	2										
	International Field Trip	0										
TDSM1100	Individual and Organizational Development		5	K2								
	Diversity Management	2										
	Innovation & Change Management	2										
TDSM1200	Sustainability in Tourism	4	5	PA								
	Strategies and Implementation											
TDSM1300	Research and Case Project		10	EA								
	Applied Research	4										
	Case Project	4										
	Compulsory Electives (one out of three = 5 ECTS)											
TDSM1400	Managing Tourism Markets		5	K2								
	Tourism Product Development	2										
	Sales	2										
TDSM1500	Global Business Development		5	K2								
	International Tourism Business Strategies	3										
	International Risk Management	2										
TDSM1600	Digitalization and Tourism		5	PA								
	Digitalization in Tourism	2										
	Designing Digital Innovations	2										
	General Management and Tourism Management											
TDSM1700	Managing Financial Performance				4	5	K2					
TDSM1800	Destination					5	PA					
	Spatial Tourism Planning				2							
	Strategic Destination Development				3							
TDSM1900	Personal Skill Development - Values based Management					5	K2					
	Business Ethics and Corporate Governance				2							
	Self Management				2							
	Compulsory Electives (three out of five = 15 ECTS)											
TDSM2000	Strategic Human Resource Management					5	PA					
	International Human Resource Management and Employer Branding				2							
	Negotiation Strategies				2							
TDSM2100	Communication and Media Management					5	K2					
	Brand Communication and Media				3							
	Media Management				2							
TDSM2200	Political Economy of Tourism				4	5	K2					
TDSM2300	Supply Chain in Tourism					5	K2					
	Supply Chain Management				2							
	Supply Chain in Tourism				2							
TDSM2400	Cultural Heritage Management in Tourism				4	5	K2					
	Master's Thesis											
TDSM2600	Scientific Training							2	5		Bericht	
TDSM2700	Master's Thesis and Colloquium									25		
TDSM2710	Master's Thesis							23	0		Thesis	
TDSM2720	Master's Thesis Colloquium							2	0		M	
	ECTS		30			30				30		

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

Course Schedule for the 4-semester Master's Degree Course

Hochschule Stralsund
Tourism Development Strategies (TDS)

4-semester master's course

from winter term 2021-2022 onwards

Modul-Code	Modul	winter term 1st semester			summer term 2nd semester			winter term 3rd semester				summer term 4th semester							
		sWS	ECTS	Modul	PL	sWS	ECTS	Modul	PL	ECTS	sWS	ECTS	Modul	PL	ECTS	sWS	ECTS	Modul	PL
	Tourism and Development																		
TDSM1000	Tourism in Practice		5		EA														
	Applied Tourism Management	2																	
	International Field Trip	0																	
TDSM1100	Individual and Organizational Development		5		K2														
	Diversity Management	2																	
	Innovation & Change Management	2																	
TDSM1200	Sustainability in Tourism	4	5		PA														
	Strategies and Implementation																		
TDSM1300	Research and Case Project		10		EA														
	Applied Research	4																	
	Case Project	4																	
	Compulsory Electives (one out of three = 5 ECTS)																		
TDSM1400	Managing Tourism Markets		5		K2														
	Tourism Product Development	2																	
	Sales	2																	
TDSM1500	Global Business Development		5		K2														
	International Tourism Business Strategies	3																	
	International Risk Management	2																	
TDSM1600	Digitalization and Tourism		5		PA														
	Digitalization in Tourism	2																	
	Designing Digital Innovations	2																	
	General Management and Tourism Management																		
TDSM1700	Managing Financial Performance					4	5		K2										
TDSM1800	Destination						5		PA										
	Spatial Tourism Planning					2													
	Strategic Destination Development					3													
TDSM1900	Personal Skill Development - Values based Management						5		K2										
	Business Ethics and Corporate Governance					2													
	Self Management					2													
	Compulsory Electives (three out of five = 15 ECTS)																		
TDSM2000	Strategic Human Resource Management						5		PA										
	International Human Resource Management and Employer Branding					2													
	Negotiation Strategies					2													
TDSM2100	Communication and Media Management						5		K2										
	Brand Communication and Media Management					3													
						2													
TDSM2200	Political Economy of Tourism					4	5		K2										
TDSM2300	Supply Chain in Tourism						5		K2										
	Supply Chain Management					2													
	Supply Chain in Tourism					2													
TDSM2400	Cultural Heritage Management in Tourism					4	5		K2										
TDSM2500	Internship and Evaluation											30	EA						
	Internship									28	0								
	Evaluation									2	0								
	Master's Thesis																		
TDSM2600	Scientific Training													2	5				Bericht
TDSM2700	Master's Thesis and Colloquium														25				
TDSM2710	Master's Thesis													23	0				Thesis
TDSM2720	Master's Thesis Colloquium													2	0				M
	ECTS		30				30					30				30			

INTERNSHIP - 21 WEEKS

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