



Tourism Development Strategies

Postgraduate degree course

Master of Arts

Studiengang (Degree Course):

Tourism Development Strategies

Studienabschluss (Final Degree):

Master of Arts

Regelstudienzeit (Duration):

Lehrsprache (Language of tuition):

▪ 2 Semester (2 semester)

Englisch (English)

▪ 3 Semester (3 semester)

Englisch/Deutsch (English/German)

▪ 4 Semester (4 semester)

Englisch/Deutsch (English/German)

Educational and professional objectives

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

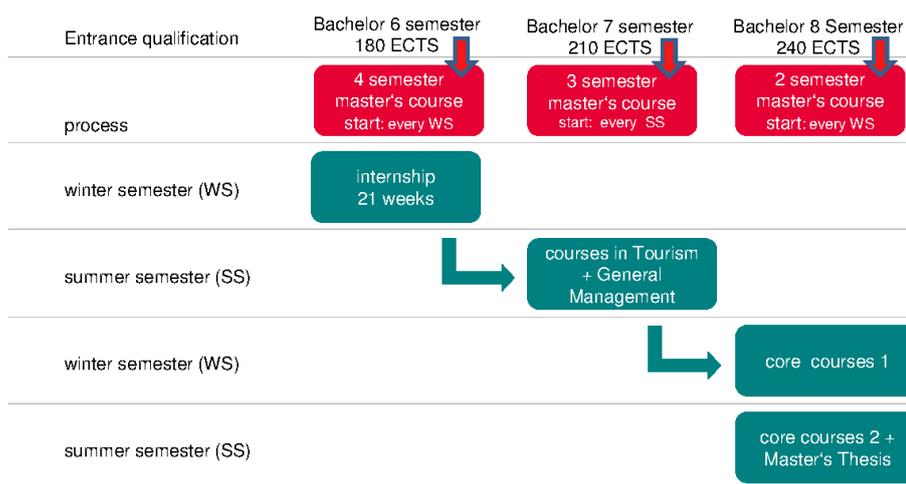
Besides its focus on professional expertise in the field of tourism, our master's program qualifies participants to interpret markets and environments. Further, their decision-making abilities, problem solving and communication skills will be enhanced. Hence, those competencies can be transferred to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

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

Structure and content

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

The Stralsunder Master's Scheme: Tourism Development Strategies (TDS)



The international excursion of the postgraduate degree course TDS is scheduled in the beginning of your last semester. According to your first cycle degree (bachelor) this final semester of your master's degree course could be semester 2., 3. or 4.



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

I. 2-semester program:

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

- Tourism in Practice
- Tourism Management
- Stakeholder Management in Tourism
- Global Business Development
- Individual and Organizational Development
- Strategic Human Resource Management
- Implementation

In the second semester (summer semester) the excursion to a destination abroad, the modules 'Advanced Research' as well as 'Master's Thesis and Colloquium' are scheduled.

Program features

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

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

Structure: 2-semester program (start: winter semester)

Fachhochschule Stralsund
master's degree course

University of Applied Sciences

Tourism Development Strategies (TDS) 2 Semester

Modulcode	Modul	1st Sem.	ECTS Modul		2nd Sem.	ECTS Modul	
		ECTS		PL	ECTS		PL
	Tourism						
TDSM1500	<i>Tourism in Practice</i>					5	B
	Applied Tourism Management	2					
	International Field Trip				3		
TDSM1600	<i>Tourism Management</i>		5	K2			
	International Tourism Business Strategies	3					
	Supply Chain Management	2					
TDSM1700	<i>Stakeholder Management in Tourism</i>		5	K2			
	Business Ethics and Corporate Governance	2					
	Brand Communication and Media	3					
	Development						
TDSM1800	<i>Global Business Development</i>		6	K2			
	International Risk Management	3					
	Political Economy of Tourism	3					
TDSM1900	<i>Individual and Organizational Development</i>		5	HA			
	Diversity Management	2					
	Innovation & Change Management	3					
	Strategies and Implementation						
TDSM2000	<i>Strategic Human Resource Management</i>		5	PA			
	International Human Resource Management and Employer Branding	3					
	Negotiation Strategies	2					
TDSM2100	<i>Implementation</i>		5	PA			
	Case/Project	5					
TDSM2200	<i>Advanced Research</i>					6	B
	Scientific Circle				6		
	Master's Thesis and Colloquium						
TDSM2300	<i>Master's Thesis and Colloquium</i>					18	
TDSM2310	Master's Thesis				16		Thesis
TDSM2320	Master's Thesis Colloquium				2		M
	ECTS		31			29	

Legend: K2/K3 = two /three hours written exam, HA = assignment, PA = projekt work with presentation, M = oral eam, B = written paper

valid: from wintersemester 15/16 onwards

Degree course: Tourism Development Strategies

TDSM1500	Module: Tourism in Practice	contact hours per semester			
	<ul style="list-style-type: none">Applied Tourism ManagementInternational Field Trip	WS	SS	WS	SS

		-	-	-	2,0

Objectives of module:

At the end of the module the student develops skills and technical abilities related to:

- strategies of business development
- strategies of innovation
- strategies of internationalization in the tourism sector

More specifically, the student is able to:

- apply the proper analytical tools to the tourism sector;
- competently evaluate the technological and organizational process of change within the firm;
- critically evaluate the management of internationalization

Degree course: Tourism Development Strategies

TDSM1500	Module: Tourism in Practice	contact hours per semester			
	Applied Tourism Management	WS	SS	WS	SS
	Prof. Dr. Gronau	-	-	2,0	-

Objectives

After completion, students will enhance their personal capabilities of analysing strategies and fostering the integration of theory and practice by the usage of practical cases. By that, students will be enabled to use and evaluate sophisticated research methods.

Content

This course integrates a theoretical perspective with the application of tourism management principles, including planning, management, marketing and evaluation. Students will apply and critically analyze tourism theory and data in a practical case study or a project which is based on a research task.

Recommended Reading

- Buhalis, D./ Costa, C./ Ford, F. (ed) (2005): Tourism, Business Frontiers Butterworth Heinemann
- Cooper, C./ Hall, M. (2012): Contemporary Tourisme Book; epub
- Weaver, D./ Lawton, L. (2009): Tourism Management, J. Wiley & Sons. 4th Edition,
- Harvard Business School, selected cases

Further literature will be delivered at the beginning of the lecture.

Degree course: Tourism Development Strategies

TDSM1500	Module: Tourism in Practice	contact hours per semester			
	International Field Trip	WS	SS	WS	SS
	Prof. Dr. Gronau	-	-	-	-

Objectives

The course provides an opportunity for students to analyse the provision of international leisure industries services, and to undertake relevant fieldwork, in an international destination. This course has been designed to build upon students' knowledge and understanding of theories of service delivery and management in the context of the 'leisure' industries (events, hospitality, leisure, tourism). Students are enabled to apply theory into practice.

Content

On completion of this course students should be able to:

- analyse the characteristics of the 'leisure' industries in a country other than Germany
- experience and evaluate differing approaches to 'leisure' industries' service provision within an international destination;
- analyse cultural influences on management principles and practice related to 'leisure' industries' service provision internationally
- undertake fieldwork with due regard for safety and risk assessment.

Students will be given the opportunity to develop their key skills in the following areas during the course of this module:

- a) Communication and literacy
- b) Independent learning and working
- c) Problem-solving
- d) Working with others
- e) ICT
- f) Specific vocational skills: field work

Recommended Reading

- Minca, C./ Oakes, T. (ed) (2011): Real Tourism: Practice, Care, and Politics in Contemporary Travel Culture. Routledge

Further literature will be delivered at the beginning of the course, depending on the destination of the field trip.

Degree course: Tourism Development Strategies

TDSM1600	Module: Tourism Management	contact hours per semester			
	<ul style="list-style-type: none">International Tourism Business StrategiesSupply Chain Management	WS	SS	WS	SS

		-	-	6,0	-

Objectives of module:

By completion of the module students will be able to:

- analyse and interpret markets and environments such as the supply chain.
- understand the business strategy process as well as the supply chain management process
- apply this understanding to real current problems in companies of all sizes as well as in all types of industries
- create general business as well as specific supply chain strategies and handle practical issues
- familiarize students with specific framework conditions, state of the art concepts and methods for supply chain as well as business management in service industry while concentrating on tourism industry
- be aware of the relevance of sustainability as general management concept and the need for implementing CSR-concepts
- be prepared to take part in business development and strategic work as analysts and, in later stages of their careers, to lead such processes

Degree course: Tourism Development Strategies

TDSM1600	Module: Tourism Management	contact hours per semester			
	International Tourism Business Strategies	WS	SS	WS	SS
	Benas Adomavicius (MBA)	-	-	4,0	-

Objectives

Business strategy is a critical component of business success since strategic issues and possibilities arise in all sectors. Important aspects are not only the company's positioning in relation to its market, but also the technological development, the supply of labour, political developments in society and other factors relevant for how organizations manage their business. To a large extent strategic work is about understanding these factors and to reinterpret them so that they become assets rather than restrictions.

Students are going to discover knowledge and apply skills with how organizations meet and manage significant threats and challenges. Ultimately, the analysis leads to narrowing of strategic choices and sharpens student's ability to select the "best" strategy appropriate for circumstances.

After finishing the course students will be able to:

- analyse and interpret markets and environments
- understand the business strategy process
- apply this understanding to real current problems in companies of all sizes as well as in all types of industries
- create business strategies and handle practical issues
- use business strategy as an asset

After completion students shall be prepared to take part in business development and strategic work as analysts and, in later stages of their careers, to lead such processes.

This is a case based course, which places students in position of business managers while making significant strategic decisions. Thus students will apply theoretical concepts in real business circumstances.

Content

Students will be provided with tools for analysis of external and internal environment, tourism or related tourism company's core competences and capabilities.

1. Introduction (basic concepts of strategic management)
2. External analysis (PESTEL, Porter's 5 force model)
3. Internal analysis (Critical success factors, "resource" view of the company, value chain analysis, VRIO)
4. Market analysis (Strategic groups, Industry/product lifecycle, BCG matrix, DPM matrix)
5. Development of strategic alternatives (SWOT, generic strategies, strategy clock, delta model, market options matrix)
6. Selection of appropriate strategy (strategy screening criteria)
7. Implementation issues (managing change, ADKAR model)

Recommended reading

MAIN COURSE TEXTBOOK:

- G. Johnson, K. Scholes, & R. Whittington. 2011. Exploring corporate strategy. 9th edition. London: Pearson Education Ltd.

OPTIONAL READING:

- Reingold J. & Underwood, R. Was built to last built to last? *Fast company*. Nov. 2004, Issue 88, p103-111
- Grant, Robert M. 1998. Contemporary Strategy Analysis; concepts, techniques, applications; 3rd ed. Malden, Mass.: Blackwell. 1 chapter (The Concept of Strategy), 13 (Vertical Integration and Scope of Firm) and 15 chapter (Diversification Strategy)
- Porter, M. E. 1998. Competitive Strategy. 2nd ed. New York: The Free Press. 1 chapter (The Structural Analysis of Industries)
- Haans, K. and Fjeldstad, 2000. "Linking intangible resources and competition", *European Management Journal*, Vol. 18. Iss. 1. pp. 52-62
- Rangone, A.: 1999. "A Resource Based Approach to Strategy Analysis in Small-Medium Sized Enterprises". *Small Business Economics*. Vol. 12. Iss. 3. pg.233
- Prahalad C.K., Hamel G. 1990. "The Core Competence of the Corporation", *Harvard Business Review*, May-June p.p. 79 – 91
- Lorange, P. 1998. "Strategy Implementation: The new realities". *Long Range Planning*, London, Vol. 31. Iss. 1. pg. 18
- Hartley, Robert F.: *Management Mistakes & Successes*, 6th edition, New York: John Wiley & Sons (2000)

Degree course: Tourism Development Strategies

TDSM1600	Module: Tourism Management	contact hours per semester			
	Supply Chain Management	WS	SS	WS	SS
	Prof. Dr. Gronau	-	-	2,0	-

Objectives

- Develop academic method: thinking, research, referencing, collating and integrative skills with initiative and originality.
- Develop in students all necessary skills to analyze, optimize and set up supply chains.
- Familiarize students with specific framework conditions, state of the art concepts and methods for supply chain management in service industry while concentrating on tourism industry.
- Students will be able to apply supply chain analysis and optimization processes as well as setting up whole supply chains
- Moreover students will be aware of the relevance of sustainable supply chain management and the need for implementing CSR-concepts even along the whole supply chain.

Content

- Basic concept of supply chain, while understanding the supply chain performance via Supply chain drivers and metrics.
- Designing Distribution Networks and Network Design in a Supply Chain while addressing distribution ways in tourism industry and the uncertainty of tourism demand.
- 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.
- sustainability and CSR in the field of supply chain management

Recommended reading

- 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
- Mangan, J./Lalwani, C./Butcher, T. (2008): : Global Logistics and Supply Chain Management. Wiley & Sons
- Song, H. (2012).: Tourism Supply Chain Management, Routledge
- UNWTO/ETC (2008): Handbook on Tourism Forecasting Methodologies
http://pub.unwto.org/WebRoot/Store/Shops/Infoshop/48EA/1B51/FFDF/0971/B7DC/C0A8/0164/D9AF/081003_handbook_tourism_forecasting_excerpt.pdf

Degree course: Tourism Development Strategies

TDSM1700	Module: Stakeholder Management in Tourism	contact hours per semester			
		WS	SS	WS	SS
	<ul style="list-style-type: none">▪ Business Ethics and Corporate Governance▪ Brand Communication and Media	WS	SS	WS	SS

		-	-	5,0	-

Objectives of module:

The module aims to enhance the students' knowledge as well as the skills to evaluate the role of stakeholders in the tourism development process. The students get an understanding of stakeholder needs and expectations as well as the growing necessities to implement a sound and honest communication with and among the diverse stakeholders. They will be enabled to critically analyse and evaluate different strategies applied in stakeholder management processes. The module focused on the tourism industry but goes beyond - it covers the basic aspects of business ethics, corporate governance and the role of the media in this context exemplified by analyzing different branding strategies. Students gain, experience and evaluate the extended principles of brand communication and their implications in terms of media.

Degree course: Tourism Development Strategies

TDSM1700	Module: Stakeholder Management in Tourism Business Ethics and Corporate Governance	contact hours per semester			
		WS	SS	WS	SS
	Prof. Dr. Scherl	-	-	2,0	-

Objectives

International and national business and management encounter change processes within and outside their corporation. Social forces, stakeholders and corporate citizenship are theoretical foundations that depict corporations within advanced responsibilities, e.g. ethical endeavour, corporate social responsibility and societal commitment over and above their corporate policy and corporate governance. The tripartite concept of the 'Triple Bottom Line' illustrates a holistic ethical consideration within responsible corporate governance; in particular within economic, environmental and socio-cultural dimensions. Students familiarise with ethical concepts and frameworks to develop skills and competencies in critical understanding and analysing ethical corporate governance to further evaluate and develop corporate concepts for sophisticated ethical corporate governance. Advanced concepts in business ethics may develop national and international corporate policies into responsible and ethical corporate policies by including the Triple Bottom Line, human rights, stakeholder theory and corporate citizenship.

Content

- I. Ethics in business and management,
- II. Code of ethics
- III. Corporate culture, corporate policy, corporate governance and business ethics;
- IV. Business ethics and shareholder theory and greed;
- V. Business ethics and stakeholder theory;
- VI. Business ethics and corporate citizenship;
- VII. Business ethics and accountability;
- VIII. The triple bottom line of business ethics;
- IX. Business ethics and compliance;
- X. Analysis and evaluation of national and international case studies of business ethics

Recommended reading

- Boatright, J. R.: Ethics and the conduct of business, New Jersey, 4th ed. 2003
- Colley, John and Doyle, Jacqueline and Stettinius, Wallace and Logan, George: Corporate Governance: The McGraw Hill Executive MBA Series; McGraw Hill, 2003
- Crane, A.; Matten, D.: Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation, Oxford University Press, 2nd ed. 2011
- Dore, Ronald: Stock Market Capitalism: Welfare Capitalism; Japan and Germany versus the Anglo-Saxons; Oxford University Press, 2000

- Fisher, C.; Lovell, A.: Business Ethics and Values, 2003
- Holcomb, J.; Upchurch, R.S. & Okumus, F.: Corporate Social Responsibility. International Journal for Contemporary Hospitality Management, 19:461-475
- Kaen, Fred R.: A Blueprint for Corporate Governance: Strategy, Accountability, and the Preservation of Shareholder Value; New York and many international cities: American Management Association, 2003
- Keinert, C.: Corporate Social Responsibility as an International Strategy (Contributions to Economics), Physica-Verlag; 1. Auflage, 2008
- Scherl, W. G. (2013) Wirtschaftlicher Erfolg durch Nachhaltigkeit: Kosten und Nutzen von CSR. In: Grundzüge des Mittelstandsmanagements, DBV. Wicks, A.C., Freeman, R.E., Werhane, P.H. & Martin, K.E. (2011) Business Ethics – A Managerial Approach, Prentice Hall, London.
- Steiner, G., Steiner, J.F.: Business, Government and Society: A Managerial Perspective, McGraw Hill Higher Education; 12th Revised edition, 2008
- Velasquez, M. G.: Business ethics: concepts and cases, 5th ed. 2003
- Visser, W.; Matten, D.; Pohl, M.; Tolhurst, N.: The A to Z of Corporate Social Responsibility: A Complete Reference Guide to Concepts, Codes and Organisations, Wiley, 2007

Articles

- Cordeiro, W. (2003) The only solution to the decline in Business Ethics: Ethical Managers. Teaching Business Ethics, 7: 265-277.
- ERC (2012) Ethics Resource Center Report.
- Falkenberg, L. and Woiceshyn (2008) Enhancing Business Ethics. Journal of Business Ethics, 79: 213-217.
- Felton, E. and Sims, R. (2005) Teaching Business Ethics. Journal of Business Ethics, 60: 377-391.
- Holcomb, J. et al. (2007) Corporate Social Responsibility. International Journal for Contemporary Hospitality Management, 19: 461-475.
- Holden, A. (2009) The environment-tourism nexus – influence of market ethics. Annals of Tourism Research, 36: pp. 373-389

Further Literature will be announced in class.

Websites

- www.ecgi.org (European Corporate Governance Links)
- www.gcgf.org/index.htm (Global Corporate Governance Forum)
- www.icgn.org (Intl. Corporate Governance Network)
- www.oecd.org (OECD Corporate Governance Principles)
- www.transparency.org (Transparency International)
- www.calpers-governance.org/links (U.S. Corporate Governance Links)
- www.amed.management.org.uk (AMED Director Development Network)

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TDSM1700	Module: Stakeholder Management in Tourism	contact hours per semester			
	Brand Communication and Media	WS	SS	WS	SS
	Prof. Dr. Langguth	-	-	3,0	-

Objectives

What drives brand loyalty? Companies and brands are forced to think relationally – they need to understand their customer's needs and wants, their expressed or latent feelings. In order to create a competitive advantage - to achieve mutually beneficial positive illusions - communication, contact, ongoing relationships, long-lasting memories by creating an emotional impact are just some of the increasingly essential elements in business.

The convergence of communication, technology and media is transforming our world. Indeed, there is a need to get an understanding of psychology being central to the most effective use of new media in society. To stay ahead of competition a company must seek into consumers, understand and interpret their behavior as well as getting an insight into implications of multi-media on their brand. After completion of this course participants are empowered to handle and evaluate this complex process as well as to integrate new knowledge to drive business performance. The study of media effects and understanding the psychology of media are also fundamental to emerging trends. Therefore, in this course students will explore the media's contribution to the production, processing and impact of mass communications and media messages on individuals, groups and societies.

Effective communication and choosing the right medium requires an understanding of human behavior. Media psychology encompasses study of theories of e.g. emotional control, believability, situational cognition, assessment, feedback, reinforcement, success and failure. Therefore, methods which evoke our senses to evaluate, develop and support brand preference will be introduced and by students actively applied to brands in Tourism.

Applying knowledge and understanding

The acquired theory will be used in case studies, analysing the given practise

Making judgments

Selective communication tools will be evaluated for suitability in given markets

Communication

Results obtained are discussed in class

Learning skills

The work carried out in this module enables the student to evaluate communications instruments for brands and market situations

Content

1. Realm and analysis of brand preference
2. Branding strategies and brand protection
3. Neurology, Learning, Brain Research and Branding
4. Brands and Communication in Tourism
5. Target groups and Positioning
6. Tourism and Media and Cross Marketing

7. Web 2.0 Applications as marketer and communication instruments
8. Brands, Communication, Media and Controlling

Recommended Reading

- Johnson, S. (2007): The strategic role of product management. Pragmatic Marketing
- Kotler, P./ Bowen, J./ Makens, J.C. (2005): Marketing for hospitality and tourism. Prentice-Hall International. 4th ed.
- Lindstrom, M. (2009): Neuromarketing: Kauf mich. In: Wirtschaftswoche, 10.08.2009. <http://www.wiwo.de/technologie/neuromarketing-kauf-mich/5566474.html>
- Marconi, J. (1999): The brand marketing book. McGraw-Hill
- Ries, A./ Ries, L. (2002): The 22 immutable laws of **branding**. Harper Business.
- Shaw, R./ Merrick, D. (2004): Brand Optimism. Value based Marketing Forum
- Spitzer, M. (2006): Better than thought: Learning, Dopamine and Neuroplasticity. Report for Organisation for Economic Co-operation and Development (OECD), Jan. 2006
- Trasser, R. (2007): Mehrwert durch mehr Werte. HSW Tourismstag

List of latest cases given in classes

Degree course: Tourism Development Strategies

TDSM1800	Module: Global Business Development	contact hours per semester			
	<ul style="list-style-type: none">International Risk ManagementPolitical Economy of Tourism	WS	SS	WS	SS

		-	-	5,0	-

Objectives of module:

The module Global Business Development aims to provide knowledge and understanding within international business and management, e.g. (international) risk management.

Students will be enabled to examine and evaluate tourism policy-making and planning processes as they relate to tourism. They will assess the economic, political and social impacts on development strategies in different environments. Students familiarise with a theoretical foundation to develop and optimise skills and competencies within a global perspective in critical understanding, analysis and evaluation of contemporary case studies to internalise and consequently apply successfully both knowledge and skills achieved.

Degree course: Tourism Development Strategies

TDSM1800	Module: Global Business Development	contact hours per semester			
	International Risk Management	WS	SS	WS	SS
	Prof. Dr. Scheibel	-	-	3,0	-

Objectives

For a business it is essential to be aware of potential risk as early as possible. In the first part of the course students will learn about the different kinds of risks companies face and the impact on their business. In the second part financial instruments will be introduced which help companies to mitigate these risks and students will learn to apply the appropriate financial instruments for different kinds of situations.

Content

- I. Managing risk
 - a. Overview
 - b. Project risk
 - c. Option, forwards & futures, swaps
 - d. Hedging & speculation
- II. Managing international risk
 - a. Exchange rates
 - b. Multinational capital budgeting
 - c. Country risk analysis

Recommended reading

- Brealey, R.A.; Myers, S.C.; Allen, F. (2014): Principles of Corporate Finance, 11th ed., McGraw Hill
- Madura, F./ Fox, R. (2011): International Financial Management, 2nd int. ed., South Western
- Dorfman, M.Stark (2007): Introduction to Risk Management and Insurance, Prentice Hall
- Alexander, C./ Sheedy, E. (2005): The Professional Risk Manager, PRMIA Publications
- ISO/DIS 31000, Risk Management – Principles and Guidelines (2009); www.iso.org
- Merna, T. / Al-Thani, F. (2008): Corporate Risk Management, Wiley. 2nd ed.
- Robertson, D./ Kean, I./ Moore, S. (2006): Tourism Risk Management. Asia-Pacific-Economic Cooperation. <http://www.sustainabletourismnetwork.co.za>

Degree course: Tourism Development Strategies

TDSM1800	Module: Global Business Development	contact hours per semester			
	Political Economy of Tourism	WS	SS	WS	SS
	Prof. Dr. Rundshagen	-	-	2,0	-

Objectives

The lecture focuses on the analysis of international tourism from a political economy perspective. Particular emphasis is on socio-economic and political transformations associated with globalization and its consequences for international tourism. The learning outcomes are the following:

1. To enhance students critical understanding in the fields of political economy and theories of development and their impact to international tourism in a global context
2. To develop students' ability to apply theoretical frameworks to the analysis of contemporary concerns and issues which relate to the globalization of tourism, and further, the complex relationships that link local, regional, national and international processes and patterns of tourism development
3. To explore the dynamic relationships between the forces of:
globalization - transnational tourism corporations - the state - civil society
in the context of tourism.
4. To critically evaluate the economic, political and social implications of the systemic sources of power and inequality which is reflected in international tourism

After completion of this course students should be able to:

- Explain theories of globalization and political economy and by that to comprehend and evaluate the influence of international tourism on economic development, employment and migration in various societies
- Comprehend and evaluate the changing relationships between states, civil society and markets, and their influence on the relations of power and inequality in international tourism
- Identify and devise effective strategies to regulate processes of tourism development
- Develop and apply skills on the analysis, synthesis and evaluation of ideas, concepts and theories relevant to the study of the political economy of tourism

Content

- I. Theories of political economy and development: outline of the principal paradigms and theoretical frameworks which have contributed to an understanding of development processes, and their application to an analysis of the power structures which condition the nature of the international tourism system
- II. Theories of globalisation: capitalist development and economic restructuring, the characteristics of tourism within international trade, the organisational structure of the tourism industry and its articulation with different structures of governance, the

relationship between tourism development and processes of development in disadvantaged states and post-industrial economies

- III. The relationship between states and markets in tourism development: exploring the role of the institutional arrangements of power in tourism: changing policy environment, structures of governance, lobbies and regulatory frameworks
- IV. International tourism, civil society and NGOs: tourism, citizenship and social exclusion; growth and role of new social movements in tourism; tourism as a catalyst for peace and capacity building
- V. International tourism and the mobility-paradigm: migration and religions, labour relations; the restructuring of tourism labour markets, ethnicities/cultural identities in the context of tourism

Recommended reading

- Mosedale, J.T. (ed.) (2011): Political Economy of Tourism: A critical perspective. London and New York, Routledge
- Spenceley A. and Meyer D. (ed.) (2016): Tourism and Poverty Reduction. Principles and impacts in developing countries. London and New York, Routledge
- Sharpley R. and Telfer D. J. (ed.) (2002): Tourism and Development. Concepts and issues. Channel View Publications

Additional reading

- Britton S.G., 1982. The political economy of tourism in the third world, *Annals of tourism research*, Vol. 9, pp.331-358
- Elliott J., 1997, *Tourism: politics and public sector management*, Routledge
- Burns P.M. and Novelli M., 2007. *Tourism and politics: global frameworks and local realities*, Elsevier
- OECD Tourism Trends and Policies 2016, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/tour-2016-en>
- UNWTO, 2013, *Sustainable Tourism for Development Guidebook*, European Commission
- Wohlmuther C., Wintersteiner W. (Eds.), 2014, *International Handbook on Tourism and Peace*, Drava Verlag · Založba Drava GMBH
- OECD, 2016, *Tourism trends and policies*

Degree course: Tourism Development Strategies

TDSM1900	Module: Individual and Organizational Development	contact hours per semester			
	<ul style="list-style-type: none">Diversity ManagementInnovation & Change Management	WS	SS	WS	SS

		-	-	5,0	-

Objectives of module:

In addition to the principles and implications of Diversity Management as well as Innovation & Change Management the aim of this module is to value own decisions as part of the personal development of the students. Further, students will get an understanding about the possibilities of personal development for learning organizations. After attending this module students can categorize, compare and create tools of Diversity and Change Processes. The acquired skills will be applied, evaluated and implemented in concrete Best Cases.

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TDSM1900	Module: Individual and Organizational Development Diversity Management	contact hours per semester			
		WS	SS	WS	SS
	Dr. Panayiotis Constanti	-	-	2,0	-

Objectives

Diversity Management has become an essential element, both in our personal and in our business life, concerned with issues of appearance, gender, age and ethnicity.

From a business perspective a globalized economy has brought major challenges both in the field of customer relations, and intercultural diversity management. An increasingly multi-cultural workforce has been instrumental in driving managers and leaders to ensure that they both understand and are understood across cultural boundaries.

Utilizing the latest interactive teaching methods, as well as the diversity of the cohort, students will experience a variety of peculiarities associated with cross-cultural interaction and communication within the business environment where they will have opportunities to expand and maintain effective inter-cultural communication. From a strategic perspective, students will be exposed to diverse methodologies in order to leverage differences, both for job success, and personal success.

Learning Outcomes

- Identify your own cultural background and its influence on your perception, judgment and behavior.
- Enhance your awareness towards, and develop the skills to address issues of diversity.
- Reflect on your attitudes and responses to difference in order to effectively cope in cross-cultural interactions and/or conflicts.

Content

1. Understanding Individual Perspectives of Diversity - Cultural Dimensions
2. Understanding the Primary Dimensions of Diversity:
Race and Ethnicity; Age; Gender; Sexual Orientation; Physical/Mental Challenges.
3. Understanding the Secondary Dimensions of Diversity:
Religion; Appearance; Language/Communication
4. Managing Diversity and Organisational Change:
Ethical issues; Media; New Business Opportunities; Current Issues

Recommended Reading

- Case, K. & Stewart, B. (2010). Heterosexual Privilege Awareness, Prejudice, and Support of Gay Marriage Among Diversity Course Students. *College Teaching*, 58, 3-7.
- Cox, T. (2001). *Creating the Multicultural Organization: a strategy for capturing the power of diversity*. San Francisco: John Wiley & Sons.

- Ely, R.J. & Thomas, D.A. (2001). Cultural Diversity at Work: the effects of diversity perspectives on work group processes and outcomes. *Administrative Science Quarterly*, 2, 229-273.
- 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.
- McIntosh, P. (1989). White Privilege and Male Privilege: a personal account of coming to see correspondences through work in women's studies. *Peace and Freedom*, taken from P.H. Collins, *Race, Class and Gender* (1992), pp. 73-75 & 80.
- Mejia, C., Aday, J.B., Phelan, K.V. & Yi, X. (2016). Subordinates Perceptions of Western Expatriate Hotel Managers in China: the effects of conflict avoidance. *Journal of Human Resources in Hospitality and Tourism*, 15(4), 388-415.
- Mor Barak, M. (2006). *Managing Diversity: toward a globally inclusive workplace*. Thousand Oaks: SAGE.
- Özgener, S. (2008). Diversity Management as a Source of Sustainable Competitive Advantage in the Tourism Industry, in P.R. Chang (Ed). *Tourism Management in the 21st Century* (pp. 353-363). New York: Nova Science Publishers.
- Poulston, J. & Jenkins, A. (2016). Barriers to the employment of older hotel workers in New Zealand, *Journal of Human Resources in Hospitality & Tourism*, 15(1), 45-68,
- Perry, E. & Partamis, J. (2006). Age and Ageism in Organizations: a review and consideration of national culture, in A. Konrad, P. Prasad & J. Pringle. *Handbook of Workplace Diversity* (pp. 345-370). London: SAGE.
- Richard, H.W. (1996). Filmed in Black and White: teaching the concept of racial identity at a predominantly white university. *Teaching of Psychology*, 23(3), 159-161.
- Yen, C.L., Singal, M. & Murrmann, S.K. (2016). Cultural context orientation and recruitment message strategy: Evidence from hospitality students in the United States and Taiwan, *Journal of Human Resources in Hospitality & Tourism*, 15(3), 325-345.

Degree course: Tourism Development Strategies

TDSM1900	Module: Individual and Organizational Development Innovation & Change Management	contact hours per semester			
		WS	SS	WS	SS
	Prof. Dr. Klage	-	-	2,0	-

Objectives

The students will learn principles and implications of innovation and change management. With selected creative methods they learn how to develop innovative ideas, to assess these independently and to implement them in the organizational context. They apply and implement the acquired knowledge with concrete examples from practice. Further, students will be sensitized and aware of their personal development.

Content

Knowledge transfer and comprehension

1. The social and economic meaning of innovation and change.
2. Basics of innovation and change processes in the economy.
3. Innovation as a strategy – from an idea to a successful product.
4. Creativity and innovation – to find new ideas as a basis for innovations.
5. Basic implications, methods and success factors of change management and organizational development
6. Change management and its impact on business culture.
7. Are agile methods and lean management the future for innovation and change management?

Knowledge transfer

The meaning and basics of innovations and their impact on companies will be taught.

Comprehension and application

The students learn the systematical planning and implementing of innovations with concrete examples.

Own Assessment

Innovative ideas will be developed and evaluated with creative techniques.

Learning objectives and knowledge

The students will learn the theoretical and application-oriented basics of innovation and change management.

Recommended Reading

- Berkun, S. (2010): The Myths of Innovation. O'Reilly Media
- Drucker, P.F. (2006); Innovation and Entrepreneurship. Harper Business
- Hartschen, M./ Scherer, J./ Brügger, C.(2009): Innovationsmanagement: Die 6 Phasen von der Idee zur Umsetzung. Gabal. 2. Auflage
- Kotter, J.P. (2012) Leading Change. Harvard Business Review Press
- Linneweh, K. (2006); Kreativität und Innovation. Hannover
- Rogers, E.M. (2003); Diffusion of Innovations. Free Press. 5th ed.
- Marketing of High-Technology Products and Innovations_Jakki Mohr, Sanjit Sengupta, Stanley Slater_Pearson_2009.

- Beitler, M.A. (2006): Strategic Organizational Change, Greensboro (NC). Practitioner Press International
- Harvey, C./Allard, M.J. (2008): Understanding and Managing Diversity, Upper Saddle River (NJ). Prentice Hall
- Hayes, J. et al. (2007): The Theory and Practice of Change Management, New York (NY). Palgrave/ MacMillan
- Hiatt, J.M./Creasey, T.J. (2003): Change Management: the people side of change, Loveland (CO).Prosci Research
- Nelson, K./Aaron, S. (2005): The Change Management Pocket Guide: Tools for Managing Change, Cincinnati (OH).Change Guides LLC

Degree course: Tourism Development Strategies

TDSM2000	Module: Strategic Human Resource Management	contact hours per semester			
	<ul style="list-style-type: none"> ▪ International Human Resource Management and Employer Branding ▪ Negotiation Strategies 	WS	SS	WS	SS

		-	-	4,0	-

Objectives of module:

This module aims to develop an understanding of strategic human resource management (SHRM) by evaluating the different models of SHRM discussed within the academic literature, e.g. control-based, resource-based, or integrative strategic human resource management model. Students familiarize with different factors, e.g. cultural idiosyncrasies, external regulation, environment, impacting on HRM strategies, and consequently on national and international corporate strategies. Another focus lies on deploying, development and the usage of strategic thinking – taking employer branding into consideration.

Further skills will be developed in successful negotiation, understanding, analysis and assessment of HRM systems, their strategic implementation using best practice examples, e.g. staffing, training and development, reward and promotion, retention, and performance management to draw on the experiences of practitioners by mobilizing human resources and benefiting from the corporate human asset for sustainable corporate development and prosperity.

Degree course: Tourism Development Strategies

TDSM2000	Module: Strategic Human Resource Management	contact hours per semester			
	International Human Resource Management and Employer Branding	WS	SS	WS	SS
	Prof. Dr. Scherl	-	-	2,0	-

Objectives

This course aims to develop student's critical understanding of international human resource management by incorporating strategic targets of corporate human assets. Understanding and analysis of strategic models in human resource management (HRM) focusing on individual resources and commitment, monitoring and control, and the integrative HR strategy. Integrative HR strategy considers perspective acquisition, development and compliance. Students will be provided with HR strategies, e.g. commitment, collaborative, paternalistic and traditional strategy to analyse and understand long-term ramifications for corporate strategy in general, and international HRM strategy in particular. Further skills will be achieved in, understanding, analysis and assessment of international HRM, e.g. staffing, training and development, reward and promotion, retention, and performance. From the perspective of employer branding a focus is given on deploying, development and the usage of strategic thinking.

Content

- I. Introduction of international human resource management
- II. Strategic HR models, e.g.
 - control-based model,
 - resource-based model
 - integrative model
- III. The '5-P model' of HR that incorporates five human resource activities, e.g.
 - philosophies,
 - policies,
 - programs,
 - practices and processes, with strategic business needs and corporate policies, and reflects corporation's overall sustainable plan for future prosperity, adaptability and profitability.

Recommended Reading

- Boselie, P. (2011) Strategic Human Resource Management, New York, McGraw-Hill.
- Dessler, G. (2016) Fundamentals of Human Resource Management, Pearson.
- Dessler, G. (2015) Human Resource Management, Pearson, 14th ed.
- Hodgetts, R., Luthans, F. and Doh, J. (2006) International management, New York, McGraw-Hill.
- Sanders, M., Millmore, M., Lewis, P., Thornhill, A. and Morrow, T. (2007) Strategic Human Resource Management, New York, Pearson
- Truss, C., Mankin, D., and Kelliher, C. (2012) Strategic Human Resource Management, Oxford, Oxford University Press.

Degree course: Tourism Development Strategies

TDSM2000	Module: Strategic Human Resource Management Negotiation Strategies	contact hours per semester			
		WS	SS	WS	SS

	Prof. Dr. Scherl	-	-	2,0	-

Objectives

Effective negotiation presumes you are entering into long-term relationships with your counterpart where constant interaction is necessary to the success of all parties involved. This course outlines the basic principles, best practice, skills and tools necessary for successful business negotiators. The main aspects of an effective negotiation will be highlighted to enable students to analyse their own behavior in negotiations. Thus experiential learning takes into account participation and practice for developing their negotiation skills based on knowledge and principles presented by integrating vivid discussion rounds and role-plays.

Thus, state of the art teaching methods make sure that students familiarize and effectively use various contracting models such as competition, cooperation and negotiation. By using role-plays students will be challenged to develop their skills actively by applying principles into applied settings. Students will be thus enabled to decide which model might be more or less appropriate in a particular situation – what tactics or counter-tactics should be utilized e.g. to move a negotiation forward or to modify a negotiation position to finalize contracts. By reflecting the various dynamics and impacts apparent within negotiation students will be able to make a more prudential and informed decision, and therefore develop skills and key competencies for effective negotiation.

Content

1. Introduction of negotiation and the underlying process and analysis,
2. The negotiation process,
3. Effective strategies for creating and claiming value in complex negotiations,
4. Conflict resolution and foundation of cooperative agreements,
5. Analyzing power relations, persuasion and perspective taking,
6. Multiparty and multiple issue negotiations,
7. Fairness, trust, cultural and gender differences in negotiations.

Recommended Reading

- Carrell, M.R.& Heavrin, C. J.D. (2007) Negotiating Essentials: Theory, Skills, and Practices, Prentice Hall
- DeMarr, B.J.& de Janasz, S.C. (2013) Negotiation and Dispute Resolution, Pearson, New York
- Thompson, L.L. (2014) The Mind and Heart of the Negotiator, 5/E; Kellogg Graduate School of Management, Northwestern University, Prentice Hall

- Opresnik, M.O. (2013) The hidden rules of successful negotiation and communication, Springer Gabler, Heidelberg Berlin
- Lewicki, R.J.; Saunders, D.M. (2014) Negotiation 7/E; Mc-Graw-Hill, New York

Degree course: Tourism Development Strategies

TDSM2100	Module: Implementation	contact hours per semester			
	▪ Case/Project	WS	SS	WS	SS

		-	-	3,0	-

Objectives of module:

In this course the students learn all relevant and necessary steps of implementation with a concrete practical example – from analysis, via strategies to realization.

Training, interaction and synergy of acquired knowledge and skills will be enhanced through Best Cases from the practice. Application and justification of own decisions, the comparison of self- and external perception and ethical and sustainable thinking are decisive contents of this course.

Degree course: Tourism Development Strategies

TDSM2100	Module: Implementation	contact hours per semester			
		WS	SS	WS	SS
	Case/Project				
	Prof. Dr. Klage	-	-	3,0	-

Objectives

Application and justification of own decisions, the comparison of self- and external perception as well as ethical and sustainable thinking are competencies which will be enhanced.

Content

Application and Assessment

The students will gain specific knowledge about the following contents:

1. Presentation of problems and assignments of the entrepreneurial practice, especially regarding brands.
2. Analysis of all relevant parameter (e.g. market, competition, target groups).
3. Development of strategies and practice-orientated solution approaches.
4. Conception of measures and project management.
5. Implementation of measures focusing on the creative examination.
6. Evaluation and optimization of the results.
7. Application and presentation.

Conveying practical experience

The acquired knowledge will be implemented and applied using a concrete example out of the practice.

Analysis and synthesis

The students will learn to comprehend, analyze and assess market-relevant presentations of problems.

Communication and own assessment

The results of the problems will serve as a basis to develop and implement from her own strategies searching for solutions. The developed results will be assessed and, if necessary, optimized.

Learning objectives and knowledge

The students will experience through best cases the basis of economical practice and are able to implement their knowledge.

Recommended Reading

- Wilson, R.M./ Gilligan, C. (2004): Strategic Marketing Management. Planning, implementation and control: Planning, Implementation and Control. Taylor & Francis. 3rd ed.
- Wheeler, A. (2012): Designing Brand Identity: An Essential Guide for the Whole Branding Team. Wiley & Sons. 4th ed.
- Neumeier, M. (2005): The Brand Gap: How to bridge the distance between business strategy and design. New Riders. 2nd ed.
- Vaid, H. (2003): Branding: Brand Strategy, Design, and Implementation of Corporate and Product Identity. Watson-Guptill

Degree course: Tourism Development Strategies

TDSM2200	Module: Advanced Research	contact hours per semester			
	▪ Scientific Circle	WS	SS	WS	SS

		-	-	-	2,0

Objectives of module:

- student's ability to plan, structure and establish a scientific paper will be improved
- participants will be enabled to critically observe, analyze and interpret relevant facts, to provide recommendations in order to solve issues as well as to draw conclusions
- Time-Management and their ability towards structuring and handling complexity are going to be sharpened. By that, student's self-consistency will be encouraged

Degree course: Tourism Development Strategies

TDSM2200	Module: Advanced Research	contact hours per semester			
	Scientific Circle	WS	SS	WS	SS
	Prof. Dr. Gronau	-	-	-	2,0

Objectives

After completion student's ability to plan, structure and establish a scientific paper will be improved. Participants will be enabled to critically observe, analyze and interpret relevant facts, to provide recommendations in order to solve issues as well as to draw conclusions. Time-Management and their ability towards structuring and handling complexity are going to be sharpened. By that, student's self-consistency will be encouraged.

Content

The course provides an overview over the whole research process. Students are expected to be able:

- to develop their own hypothesis
- to consider the existing literature
- to distinguish different ways of empirical research and their implications
- to elaborate empirical instruments such as questionnaires
- to work out statistical analysis considering basic statistic knowledge
- to interpret data
- to write a proper report
- to present the results in a oral way

Recommended Reading

- Brotherton, B. (2008): Researching Hospitality and Tourism, London, Sage
- Saunders, M.(et al.) (2007): Research Methods for Business Students, London, Prentice Hall

Degree course: Tourism Development Strategies

TDSM2300	Module: Master's Thesis and Colloquium	contact hours per semester			
	▪ Master's Thesis	WS	SS	WS	SS
	▪ Master's Thesis Colloquium				

		-	-	-	2,0

Objectives of module:

The purpose of the master's thesis is to demonstrate the ability of the student in different categories:

Knowledge of underlying sciences

The student is expected to:

- systematically integrate knowledge acquired during the studies
- demonstrate knowledge and understanding in the main field of study, including both broad knowledge in the field and substantially deeper knowledge. Demonstrate deeper methodological knowledge in the main field of study.
- be able to assimilate the contents of the relevant literature and relate their work to this

Personal and professional skills

The student is expected to:

- plan, implement and document an independent degree project
- formulate issues, plan and carry out advanced tasks within specified time limits
- find and evaluate literature
- be able to create, analyse and/or assess scientific issues in theories and methods