



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.

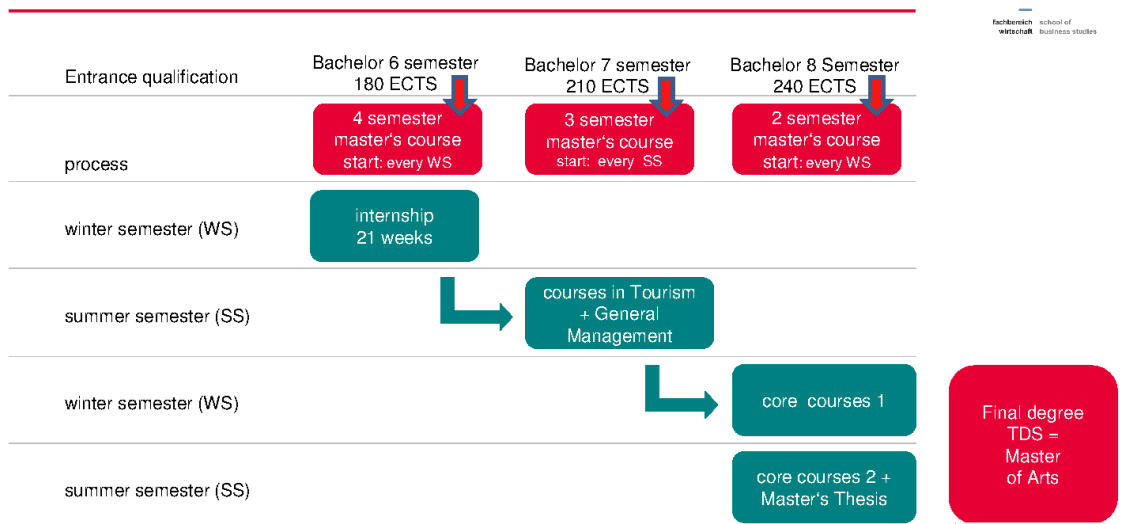
Besides its focus on professional expertise in the field of tourism, our master's program qualifies participants to interpret markets and environments. Further, their decision-making abilities, problem solving and communication skills will be enhanced. Hence, those competencies can be transferred to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

Tourism
Development
Strategies

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.

II. 3-semester program:

This program starts in summer semester only. The first semester consists of the following modules:

- Tourism Fundamentals
- Managing People and Prices
- Managing Tourism Markets
- Destination
- Personal Skill Development.

Semester two and three are consistent with the 2-semester course totally.

III. 4-semester program:

This program starts in winter semester. The first semester is spent gaining job experience by completing a 21-week internship. The internship must be management-related.

Semester two, three and four are totally consistent with the 3-semester course. Thus, these semester take place at the FH Stralsund and the last semester consist of the excursion to a destination abroad, the modules 'Advanced Research' as well as 'Master's Thesis and Colloquium'.

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: 4-semester program (start: winter semester)

Fachhochschule Stralsund- University of Applied Sciences
 master's degree course: Tourism Development Strategies (TDS) 4 Semester

from winter term 2015-2016 onwards

Modul-Code	Modul	1st Sem.	ECTS	PL	2nd Sem.	ECTS	PL	3rd Sem.	ECTS	PL	4th Sem.	ECTS	PL
		ECTS	Modul		ECTS	Modul		ECTS	Modul		ECTS	Modul	
	Foundations												
TDSM0900	<i>Internship and Evaluation</i>		30	B									
TDSM0910	Internship	28											
TDSM0920	Internship Evaluation	2											
TDSM1000	<i>Tourism Fundamentals</i>					5	K2						
	Economics and Global Tourism				3								
	Sales				2								
TDSM1100	<i>Managing People and Prices</i>					5	K2						
	Performance Management				3								
	Pricing Strategies				2								
TDSM1200	<i>Managing Tourism Markets</i>					6	PA						
	Tourism Product Development				3								
	Sustainability in Tourism				3								
TDSM1300	<i>Destination</i>					6	PA						
	Spatial Tourism Planning				3								
	Strategic Destination Development				3								
TDSM1400	<i>Personal Skill Development</i>					8	K3						
	Research Competencies				5								
	Self Management				3								
	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												
	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		30			30			31			29	

PRAKTIKUM 28 ECTS / 21 WOCHEN - INTERNSHIP 28 ECTS / 21 WEEKS

Legend: K2/K3 = 2hours/3 hours written exam, HA = assignment, PA = Project work with presentation, M = oral exam, B = written paper

Degree course: Tourism Development Strategies

TDSM0900	Module: Internship and Evaluation	contact hours per semester			
	▪ Internship	WS	SS	WS	SS
	▪ Internship Evaluation				

		Internship	-	-	-

4-semester program only

Objectives of module:

During the internship students get in direct contact with enterprises and organizations and will connect theoretical knowledge with practical experiences.

Students may work on own projects or within a team so that social skills will be applied as well. They are put in a position to apply and deepen knowledge gained during their first study as well as to present the results of their internship in a report. The application in daily business will help to enhance students awareness and its ability to make decisions when it comes to decide on the own future professional activities.

Content

- internship of 21 weeks within a company

internship evaluation:

- written report 10 pages, submitted in paper version and signed by company
- qualified reference about the internship (prepared by the company)

The internship must be management-related.

Degree course: Tourism Development Strategies

TDSM1000	Module: Tourism Fundamentals	contact hours per semester			
	<ul style="list-style-type: none">Economics and Global TourismSales	WS	SS	WS	SS

		-	4,0	-	-

3- and 4-semester program only

Objectives of module:

Students will develop an understanding and knowledge about macro and micro perspectives as well as about effective selling of services and concepts. They will understand and interpret interdependencies among the economy, socio-cultural impacts and changing business environments. Case studies draw on production on both, macro and micro perspectives, tourism satellite accounts, multiplier effect models by incorporating economic data of direct, indirect and induced effect. Students will be empowered to identify leads and prospects, to properly communicate service features and benefits and to interact in sales processes.

This module develops skills and competencies in understanding, analyzing, synthesizing and evaluating data provided. Students discuss traditional theories of macro- and micro-economic growth and familiarize with innovative economic growth models. Students will be qualified to judge individual decisions in complex economic surroundings.

Degree course: Tourism Development Strategies

TDSM1000	Module: Tourism Fundamentals Economics and Global Tourism	contact hours per semester			
		WS	SS	WS	SS
	Dr. Sholpan Gaisina	-	2,0	-	-

3- and 4-semester program only

Objectives

The course illuminates crucial elements in shaping economies and economic policy emphasizing the overall interdependence as a main feature of economic reality. After completion students will be qualified to judge individual decisions in complex economic surroundings. Tourism as a part of service economy in an outgoing and incoming sense, its functioning, economic effects as well as its dependence from economic development is a special focus.

Content

1. Tourism markets and its efficiency
2. Market failures in tourism markets and state aid
3. Tourism and economic growth

Recommended Reading

- Hill, Charles W.L.: International Business: competing in the global marketplace; McGraw-Hill/Irwin, 2007
- Krugman, Paul, Obstfeld, Maurice: International Economics: theory and policy; Addison- Wesley, 2003
- Mankiw, N.G., Taylor, M.P. (2014), Economics, 3rd Edition, UK (CengageLearning)
- Menard, Claude and Shirley, Mary M., eds, Handbook of New Institutional Economics, Dordrecht: Springer, 2005
- Parkin, Michael and Powell, Melanie and Matthews, Kent: Economics, 6. ed., Addison Wesley, 2005
- Pindyck, R.S., D.L. Rubinfeld (2005), Mikroökonomie, Pearson Studium, 6. Auflage.

Further reading will be given during lectures.

Degree course: Tourism Development Strategies

TDS3M1000	Module: Global Tourism Management	contact hours per semester			
	Sales	WS	SS	WS	SS
	Prof. Dr. Auerbach	-	2,0	-	-

3- and 4-semester program only

Objectives

This course introduces participants to a process for the effective selling of services and concepts. Students will learn how to identify leads and prospects, communicate service features and benefits, and present sales solutions to prospects. Participants will achieve knowledge about effective administrative processes for preparing, presenting and completing sales. Students learn, apply and evaluate the communication and interpersonal skills needed to build rapport with prospects and customers, identify needs, overcome objections, gain commitment and provide value through effective after sales support.

Content

1. Sales principles in a changing business environment;
2. Time management
3. Goal setting
4. Intercultural aspects of sales
5. 5 stages of a sales process
6. Sales presentation skills
7. Dealing with customers (relationship building)

Recommended Reading

- Robert J. Calvin: Sales Management; Mcgraw-Hill Professional, 2001
- Bill Good: Prospecting Your Way to Sales Success; Scribner Book Co, 3. Aufl. 1997
- Günter Hofbauer und Claudia Hellweg: Professionelles Vertriebsmanagement, 3. Aufl., Erlangen 2012
- Dan Kennedy: The Ultimate Sales Letter: Attract New Customers. Boost Your Sales: Attract New Customers, Get Face Time, Boost Your Sales; Adams Pub, 3. Aufl. 2006;
- Michael J. Webb und Tom Gorman: Sales and Marketing the Six SIGMA Way; Addison Wesley Publishing Company, 2006
- Neil Rackham: Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value; Mcgraw-Hill Professional, 1999
- Ralph R. Roberts und Joe Kraynak: 52 Weeks of Sales Success: America's #1 Salesman Shows You How to Send Sales Soaring!; John Wiley & Sons; 2. Aufl., 2009;
- Stephan Schiffman: The #1 Sales Team: Superior Techniques for Maximum Performance; Adams Media Corporation, 2006

- Terri L. Sjodin: *New Sales Speak: The 9 Biggest Sales Presentation Mistakes and How to Avoid Them*; Wiley & Sons; 2. Aufl., 2006

Degree course: Tourism Development Strategies

TDSM1100	Module: Managing People and Prices	contact hours per semester			
	<ul style="list-style-type: none">Performance ManagementPricing Strategies	WS	SS	WS	SS

		-	4,0	-	-

3- and 4-semester program only

Objectives of module:

On completion of this module students should be able to apply innovative strategies in managing people (Performance Management) as well as prices (Pricing Strategies) to increase the revenues of companies in the tourism industry with the help of state-of-the-art tools. Further students can assess the different strategies as well as the critical questions in the fields of performance management and pricing. They are able to examine company strategies as well as to apply their knowledge in related fields. Also they will be in a position to communicate the results of their research to different target groups.

Degree course: Tourism Development Strategies

TDSM1100	Module: Managing People and Prices	contact hours per semester			
	Performance Management	WS	SS	WS	SS
	Prof. Dr. Rundshagen	-	2,0	-	-

3- and 4-semester program only

Objectives

On successful completion of the unit, students should be able to:

- Explain strategic approaches to managing performance and apply this knowledge and understanding across a range of sectors.
- Critically evaluate the effectiveness of performance management and provide convincing arguments for using appropriate approaches to performance management in multiple contexts.
- Develop and implement appropriate performance management policies and practices
- Develop other policies and practices in applying appropriate performance management strategies
- Demonstrate suitable communicating strategies when managing Achievement and underachievement
- Systematically decide and communicate strategic performance aims, objectives, priorities and targets

Content

1. The aim and role of performance management in supporting the strategic objectives of the organization in different sectors and business environments;
2. The internal environment of the organization and the link between corporate performance and employee performance and high performance working practices;
3. The critical evaluation of Performance Management and the impact of high performance working on organizational commitment, virtual teams, work-life balance and the management of diversity
4. Design and delivery of performance management processes and activities;
5. New technology and its impact on Performance Management policies and practices;
6. The role and tasks of 'ethical' performance management practices by practitioners.

Recommended Reading

- Aguinis, H.: Performance Management, Pearson, 2014, 3rd ed.
- Atkinson, A. A.; Kaplan, Robert S.; Matsumura, Ella Mae; Young, S. Mark: Management Accounting, 5/E; Prentice Hall, 2007, 5th ed.
- Dessler, G.: Human Resource Management, Pearson, 2015, 14th ed.
- Horngren, Charles T.; Sundem, Gary L.; Stratton, William O.; Schatzberg, J., Burgstahler, D.: Introduction to Management Accounting: Full Book (Charles T.

Horngren Series in Accounting) - Chapters 1-17, 14/E; Prentice Hall, 14th international ed., 2007,

- Merchant, K.A.; Van der Stede, W.A.: Management Control Systems – Performance Measurement, Evaluation and Incentives, Prentice Hall, 2012, 3rd ed.

Degree course: Tourism Development Strategies

TDSM1100	Module: Managing People and Prices	contact hours per semester			
	Pricing Strategies	WS	SS	WS	SS
	Prof. Dr. Rundshagen	-	2,0	-	-

3- and 4-semester program only

Objectives

On successful completion of the unit, students should be able to:

- Discuss the importance of pricing decisions to the economy and to the individual firm
- List and explain a variety of pricing objectives
- Explain the role of demand in price determination
- Understand the concept of yield management systems
- Describe cost-oriented pricing strategies
- Demonstrate how the product life cycle, competition, distribution and promotion strategies, customer demands, the Internet and extranets, and perceptions of quality can affect price

Content

1. Introduction to Pricing and Profitability Management
2. Conducting a Pricing and Profitability Diagnostic
3. Developing an Effective Pricing Strategy
4. Price Execution
5. Advanced Analytics and Price Setting
6. Achieving Effective Organizational Alignment and Governance
7. Pricing as a Sustainable Competitive Advantage

Recommended Reading

- Shy, O.: How to Price: A Guide to Pricing Techniques and Yield Management. Cambridge: Cambridge University Press, 2008.
- Nagle, T./ Hogan, J./ Zale, J.: The Strategy and Tactics of Pricing : A Guide to Profitable Decision Making. Prentice Hall 2010
- Meehan, J./ Simonetto, M./ Montan, L./ Goodin, C.: Pricing and Profitability Management: A Practical Guide for Business Leaders. Wiley 2011.
- Hinterhuber, A. / Liozu, S.: Innovation in Pricing: Contemporary theories and best practices. Routledge, 2013
- Phillips, R.: Pricing and Revenue Optimization. Stanford University Press 2005.
- Talluri, K./ van Ryzin, G.: The Theory and Practice of Revenue Management. Kluwer Academic 2004.
- Weber, W.K.: Dynamic Pricing: Strategies to Grow Profits in the Hospitality Industry of the 21st Century, World Hotels AG, Frankfurt 2008.

Degree course: Tourism Development Strategies

TDSM1200	Module: Managing Tourism Markets	contact hours per semester			
	<ul style="list-style-type: none">Tourism Product DevelopmentSustainability in Tourism	WS	SS	WS	SS

		-	4,0	-	-

3- and 4-semester program only

Objectives of module:

This module includes two fundamental realms of tourism management and development relating to both sustainability and product development. Sustainable tourism and underlying product development reveal interdependencies among the triple bottom line, e.g. economic, socio-cultural and/or environmental impacts inquiring whether economic prosperity might contradict sustainability.

Case studies draw on sustainable consumption and production on both, macro and micro perspectives, tourism satellite accounts, multiplier effect models by incorporating economic data of direct, indirect and induced effect. Consequently, potential for product development may generate a sustainable future for tourism. This module develops skills and competencies in understanding, analyzing, synthesizing and evaluating data provided. Students discuss traditional theories of international growth in tourism and familiarize with innovative economic growth models incorporating sustainability and product development into globalized economy.

Degree course: Tourism Development Strategies

TDSM1200	Module: Managing Tourism Markets	contact hours per semester			
	Tourism Product Development	WS	SS	WS	SS
Prof. Dr. Scherl		-	2,0	-	-

3- and 4-semester program only

Objectives

Students grasp the modern ability (and postmodern urge) to travel around the world for pleasure, and therefore distinguish us from earlier societies. International tourism and travel has evolved from an activity undertaken by a sophisticated minority to the current mass travel patterns. People admit they 'need a holiday', but what do they really mean? Tourism produces no tangible goods, yet tourists 'consume' their destinations.

Students develop understanding that the tourist's choice of destination is determined by various differing factors. Therefore, the tourism industry is confronted with economic, technological, cultural, and social alterations. The potential for creating a successful product range or developing innovative tourism products is challenging because of the underlying product characteristics, e.g. intangibility, inseparability, perishability, and heterogeneity.

Students differentiate and analyse both tourism typologies and segments, e.g. sun & beach, sports, adventure, nature tourism, cultural, urban, and rural tourism, cruises, theme parks, and well-being. Tourism product development is predominantly undertaken to meet customer's expectations and their needs. It is therefore a modus operandi to diversify, develop and improve tourism products and strategies supported by tourism-related research, tools, and trends.

The course facilitates students' understanding and critical analysis of the status quo of existing tourism products and their underlying marketing strategies. Further the application of established knowledge and creativity processes develop innovative tourism products associated with sustainable considerations such as energy usage, air pollution, and global warming. The course nurtures future managers to obtain hands-on skills to focus holistically on product improvement and development by integrating stakeholders involved.

Content

1. The peculiarity and characteristics of the tourism product (service-product-continuum), critical reflection and analysis of antecedents of the tourism product;
2. present as well as present and future tourism perspectives;
3. tourism typologies;
4. stakeholder involvement;
5. the product development process;
6. the understanding of supply and demand in the tourism industry to analyze the forces contributing to and factors impacting on product development; generic strategies of product development, product diversification, extension and innovation

Recommended Reading

- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2005). *Tourism principles and practice*. London, Pearson.
- Grupp, H., & Shlomo, M. (2001). *Managing new products and new product development*. Cheltenham, Edward Elgar.
- Godfrey, K. (2000). *The tourism development handbook : a practical approach to planning and marketing*. London, Cassell.
- Haehling von Lanzenauer, C. (2007). *Demographischer Wandel und Tourismus : zukünftige Grundlagen und Chancen für touristische Märkte*. Berlin, Schmidt.
- Middleton, T. C., & Clarke, J. (2001). *Marketing in travel and tourism* Oxford, Butterworth-Heinemann.
- Reuber, P. (2006). *Postmoderne Freizeitstile und Freizeiträume : neue Angebote im Tourismus*. Berlin, Schmidt.
- Seaton, A. V. (1999). *The Marketing of tourism products: concepts, issues and cases*. London, Thomson.
- Trott, P. (2012). *Innovation management and new product development*. Harlow Financial Times Prentice Hall.

Articles:

- Sawhney, M., Wolcott, R., & Arroniz, I. (2006), The 12 Different Ways for Companies to Innovate. *MIT Sloan Management Review*, Vol.47 (3)pp75-81
- Krishnam, V. & Ulrich, T. (2011) Product Development Decisions: A Review of the Literature. *Management Science*, Vol 47, (1) pp1-21
- Page, A.L. and Schirr, G.R. (2004) Growth and Development of a Body of Knowledge: Sixteen years of New Product Development Research, 1989 – 2004. *Journal of Product Innovation Management*. May
- Narver, J., Slater S. & MacLachlan, D. (2004), Responsive and Proactive Market Orientation and New Product Success, *Journal of Product Innovation Management*, Vol. 21, (5), pp. 334-347.
- McDonough, E.F. III, Zack, M.H., Hsing-Er, L. and Berdrow, I. (2008), "Integrating Innovation Style and Knowledge into Strategy, *MIT Sloan Management Review*, 50 (1), 52-58.
- Schreier & Prugl, R. (2008) Extending the lead user theory: Antecedents and consequences of consumers lead userness, *Journal of Product Innovation Management*. 25 pp331-346
- Song Michael. and Thieme J. (2009) The Role of Suppliers in Market Intelligence Gathering for Radical and Incremental Innovation. *Journal of Product Innovation Management*, 26, (1): 43-57.
- Story Victoria. Hart Susan and O'Malley Lisa (2009)., Relational Resources and Competences for Radical Product Innovation. *Journal of Marketing Management*. 25, (5-6): 461-481.
- Zhang, J, Di Benedetto, A. and Hoenig, S. (2009) "Product Development Strategy, Product Innovation Performance, and the Mediating Role of Knowledge Utilization: Evidence from Subsidiaries in China, *Journal of International Marketing*, 17 (2), 42-58.

Journals

- *Annals of Tourism Research*
- *International Journal of Tourism Research*
- *International Journal of Transport Management*
- *Journal of Leisure Marketing*

- Journal of Sport Tourism
- Journal of Sustainable Tourism
- Journal of Travel and Tourism Marketing
- Journal of Vacation Marketing
- Tourism Management
- Tourism Recreation Research

Degree course: Tourism Development Strategies

TDSM1200	Module: Managing Tourism Markets Sustainability in Tourism	contact hours per semester			
		WS	SS	WS	SS
	Prof. Dr. Scherl	-	2,0	-	-

3- and 4-semester program only

Objectives

Tourism is considered as the fastest growing industry worldwide and the prospects are up-and-coming for further continuous prosperity. Even though the tourism industry has developed to a magnificent economic sector and the opportunities for economic growth are promising, the malpractice in the past has arisen the awareness that tourism may also include various threats for both the environment and the stakeholders involved.

Therefore, the module aims to provide an overview of contemporary debates on sustainability, the positive and negative aspects of the tourism-environment interaction. This module is also concerned with providing a holistic understanding of the theoretical and practical issues relating the tripartite concept of environmental, economic and socio-cultural sustainability in tourism.

The inevitable need of collaborations among stakeholders such as industries and governments, communities, institutions, multinational corporations, and tourists will be highlighted and their interdependencies will critically be discussed and analyzed. Future challenges for a sustainable tourism the benefits and ramifications for all stakeholders are derived from previous analysis.

By focusing on ecological, economic, political, social, and cultural issues, students will acquire knowledge and skills to conceive sustainable tourism into a broader perspective. Student will learn about policies and practices needed to improve communication and cooperation among the different interest groups and organizations to apply skills and methods, leading to enhancements in analysis, evaluation and decision-making on long-term oriented responsible and sustainable tourism management. The course enables students to identify relevant indicators of sustainable tourism as well as to develop appropriate strategies to foster attitudes, course of action and future modus operandi towards overarching sustainability in tourism.

Content

Introduction about sustainability in tourism by focusing on the status quo and future trends. Critical analysis of the tripartite concept of sustainability and the main benefits of tourism will be emphasized, demonstration of current UNWTO data, critical discussion and analysis of the major impacts of tourism, particular viewpoints are economic, ecological and cultural impacts, tourism policy issues, social systems; sustainable tourism indicators, stakeholder analysis and multiplier concept, tourism satellite accounts, strategies for sustainable tourism development and carrying capacity, sustainable practices and dialogue on key sustainable tourism issues (case studies).

Recommended reading

- Bramwell, B., & Lane, B. (2000). *Tourism, collaboration, and partnership: Politics, practice, and sustainability*. Clevedon, Channel View.
- Cooper, C. (2012) *Essentials of Tourism*. London, Pearson.
- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2005). *Tourism principles and practice*. London, Pearson.
- Crane, A. (2007). *Business ethics: managing corporate citizenship and sustainability in the age of globalization*. Oxford Oxford University Press.
- Hall, D. R., Kirkpatrick, I., & Mitchell, M. (2005). *Rural tourism and sustainable business*. Clevedon, Channel View.
- Hawkins, D. E. (2006). *Corporate social responsibility: balancing tomorrow's sustainability and today's profitability*. Basingstoke Palgrave Macmillan.
- Lichtl, M. (1999). *Ecotainment: der neue Weg im Umweltmarketing*. Wien, Ueberreuter.
- Mowforth, M., Charlton, C., & Munt, I. (1998). *Tourism and sustainability: new tourism in the Third World*. London, Routledge.
- Wahab, S., & Pigram, J.J. (1997). *Tourism, development and growth: The challenge of sustainability*. London, Routledge.

Articles:

- Aras, G. Crowther, D. (2009) Corporate Sustainability Reporting: A Study in Disingenuity? *Journal of Business Ethics* 87: 279-288.
- Ahn, B., B. Lee, et al. (2002). "Operationalizing sustainability in regional tourism planning: an application of the limits of acceptable change framework." *Tourism Management* 23(1): 1-15.
- Bharadwaj, S. G., P. R. Varadarajan, et al. (1993). "Sustainable competitive advantage in service industries: A conceptual model and research." *Journal of Marketing* 57(4): 83.
- Chernatony, L., F. Harris, et al. (2000). "Added value: Its nature, roles and sustainability." *European Journal of Marketing* 34(1/2): 39.
- Farrell, B. and L. Twining-Ward (2005). "Seven Steps Towards Sustainability: Tourism in the Context of New Knowledge." *Journal of Sustainable Tourism* 13(2): 109-122.
- Garrod, B. and A. Fyall (2000). "Managing heritage tourism." *Annals of Tourism Research* 27(3): 682-708.
- Holden, A. (2011) THE ENVIRONMENT-TOURISM NEXUS. *Annals of Tourism Research* 36: 373-389
- Hunter, C. (1997). "Sustainable tourism as an adaptive paradigm." *Annals of Tourism Research* 24(4): 850-867.
- Inue, Y. & Seoki L. (2011) "Effects of different dimensions of corporate social responsibility on corporate financial performance in tourism-related industries". *Tourism Management* 32: 790-804.
- Kasim, A. (2006). "The Need for Business Environmental and Social Responsibility in the Tourism Industry." *International Journal of Hospitality & Tourism Administration* 7(1): 1-22.
- Keane, M. J. (1997). "Quality and pricing in tourism destinations." *Annals of Tourism Research* 24(1): 117-130.

- Merwe, M. v. d. and A. Wöcke (2007). "An investigation into responsible tourism practices in the South African hotel industry." *South African Journal of Business Management* **38**(2): 1-15.
- Peeters, P., E. Szimba, et al. (2007). "Major environmental impacts of European tourist transport." *Journal of Transport Geography* **15**(2): 83-93.
- Saarinen, J. (2006). "Traditions of sustainability in tourism studies." *Annals of Tourism Research* **33**(4): 1121-1140.
- Schaltegger, S. (2012) The Relationship between CSR and Corporate Sustainability. *Corporate Social Responsibility* 2, 165-175.
- Tao. T. (2010) Ecotourism and Environmental Sustainability: Principles and Practice. *Annals of Tourism Research* 37: 1198-1200.

Journals:

- Journal of Leisure Marketing
- Journal of Sustainable Tourism
- Journal of Travel and Tourism Marketing
- Tourism Economics
- Tourism Management

Degree course: Tourism Development Strategies

TDSM1300	Module: Destination	contact hours per semester			
	<ul style="list-style-type: none">Spatial Tourism PlanningStrategic Destination Development	WS	SS	WS	SS

		-	5,0	-	-

3- and 4-semester program only

Objectives of module:

The main objectives of the module are to:

- deepen the understanding of tourism planning principles
- familiarize students with the utilization of simulation tools for tourism planning and development
- develop in students the awareness on the multi stakeholder perspective as well as the long-term impacts of decisions taken
- to synthesize information and provide solutions in response to various problems and issues related to a specific destination
- to evaluate the overall situation of a destination
- to elaborate a tourism development plan for a specific destination

Degree course: Tourism Development Strategies

TDSM1300	Module: Destination	contact hours per semester			
	Spatial Tourism Planning	WS	SS	WS	SS
	Prof. Dr. Gronau	-	2,0	-	-

3- and 4-semester program only

Objectives

The main objectives of the course are to:

- Deepen the understanding of student's towards the spatial perspective in the field of tourism planning.
- Create an understanding of the different scopes of spatial tourism planning.
- Stress the key tools of planning in form of construction regulations, spatial planning regulations, Impacts of different planning tools, etc.
- Aid students to understand different goals in tourism planning from a destination perspective, as well as different forms of tourism development and their specific impacts.
- Develop in students the awareness towards the opportunity to strongly influence tourism development and the ability to refer to different stakeholders e.g. in the context of a role play

Content

1. Background of tourism planning;
2. The tourism planning process;
3. Advanced Survey/Inventory and Evaluation Techniques for Tourism Planning;
4. Planning Analysis/Synthesis;
5. Tourism policy and their influence on tourism planning
6. Screening of environmental, social and economic impacts;
7. Planning of institutional elements of tourism;
8. Case studies on Tourism Planning

Recommended Reading

- Dredge, D. (2011): Stories of Practice: Tourism Policy and Planning, Ashgate
- Hall M. C. (2008) Tourism Planning: Policies, Processes and Relationships, Pearson
- Heath, E./ Heath, L.Ed./ Wall, Q. (1992): Marketing Tourism Destinations: A Strategic Planning Approach, John Wiley & Sons
- Kozak, M./ Baloglu, S. (2010): Managing and Marketing Tourist Destinations: Strategies to Gain a Competitive Edge, Routledge
- Wang, Y./ Pizam, A. (Ed.) (2011): Destination Marketing and Management: Theories and Applications, Cab Intl
- Travis, A.S. (2011): Planning for Tourism, Leisure and Sustainability: International Case Studies, Cabi

Degree course: Tourism Development Strategies

TDSM1300	Module: Destination	contact hours per semester			
	Strategic Destination Development	WS	SS	WS	SS
	Prof. Dr. Rundshagen/ S. Wallenburger, M.A.	-----			
		-	3,0	-	-

3- and 4-semester program only

Objectives

Students will be exposed to and assess strategic thinking within the field of destination development. They will assemble a comprehensive and critical approach by taking into regard the need to coordinating tourism with other community activities and to balance the needs of tourists and residents. Further they will enhance their ability to identify, judge and use tourism development opportunities appropriately in order to support long-term benefits. A practical simulation will utilize a group project to apply the destination developing process in a real context. Students will actively examine, formulate, construct and execute the development of a destination. Furthermore, they are integrated as active partners in a team building process. By that students create awareness and are sensitized to think, evaluate and reflect his/ her way of acting and communicating which supports their personal development.

Content

1. Global and regional forces and trends in tourism and impacts on destinations;
2. Introduction;
3. Analysis and interpretation of macro-market and environment;
4. Critical success factors of destination management organizations (DMO);
5. Destination development;
6. Destination competitiveness.
7. Strategic versus operational decisions

Recommended Reading

- Bieger, T.; Beritelli, P.; Laesser, C. (Hrsg.) (2015): Strategische Entwicklungen im alpinen Tourismus. Schweizer Jahrbuch für Tourismus 2014/2015, Erich Schmidt Verlag
- Bundesministerium für Wirtschaft und Technologie (BMWi) (Hrsg.) (2013): Tourismusperspektiven in ländlichen Räumen. Handlungsempfehlungen zur Förderung des Tourismus in ländlichen Räumen, Berlin
- Eagles, P.F.J.; McCool, S.F.; Haynes, C.D.A. (2002): Sustainable Tourism in Protected Areas: Guidelines for Planning and Management, IUCN Gland, Switzerland and Cambridge, UK
- Lotter, C. (2010): Nachhaltige Entwicklung im Tourismus, Diplomica
- Thomas, B. (2007): Management von Destinationen, Oldenbourg; 7., unveränd. A.
- Heinemann, A.; Lehmann, M. (2009): Touristische Leitbilder: Der strategische Planungsprozess von Destinationen, uni-edition

- Queensland Department of Tourism, Major Events, Small Business and The Commonwealth Games (DTESB) (2013): Next Generation Tourism Planning: a guideline for planners in Queensland, State of Queensland
- UNWTO/ETC (2011): Handbook on Tourism Product Development https://pub.unwto.org/WebRoot/Store/Shops/Infoshop/4E6D/E076/AAE5/B827/BFE/C/C0A8/0164/205F/110907_product_development_excerpt.pdf
- US Agency for International Development (USAID): Tourism Destination Management. Achieving Sustainable and Competitive Results.
- Wall, G.; Mathieson A. (2008): Tourism, Prentice Hall,
- Wiesner, Knut A. (2008): Strategisches Destinationsmarketing. Erfolgsfaktoren für touristische Organisationen und Leistungsträger, Gmeiner

Articles:

- Journal of Travel Research, Vol. 46, No. 4, 355-367 (2008) Sandro Formica, Tanvi H. Kothari: Strategic Destination Planning: Analyzing the Future of Tourism
- Journal of hospitality & tourism research, Bd. 36. 2012, 2, 164-190 (2012) Mc Lennan C.-L./ Ruhanen, L./ Ritchie, B./ Pham T.: Dynamics of destination development: investigating the application of transformation theory

Degree course: Tourism Development Strategies

TDSM1400	Module: Personal Skill Development	contact hours per semester			
	<ul style="list-style-type: none">▪ Research Competencies▪ Self Management	WS	SS	WS	SS

		-	6,0	-	-

3- and 4-semester program only

Objectives of module:

After completion of the module students should be able to:

- identify the key characteristics of self management and advanced research techniques
- elaborate on the role of research competencies and self management in the field of organizational and individual development
- analyze the main challenges in their individual development related to the fields of self management and research competencies
- apply information and techniques provide by the course for individual further development
- evaluate themselves as well as others in the given field
- facilitate personal development and development of self-management abilities and skills

Degree course: Tourism Development Strategies

TDSM1400	Module: Personal Skill Development	contact hours per semester			
	Research Competencies	WS	SS	WS	SS
	Prof. Dr. Gronau	-	4,0	-	-

3- and 4-semester program only

Objectives

After completion of the course students should be able to:

- identify key characteristics of quantitative as well as qualitative research
- apply various research techniques related to quantitative and qualitative research
- elaborate on pro and con's of different software tools in the field
- analyze research techniques and tools regarding their applicability in specific research situations
- conduct various forms of online surveys
- evaluate research results on the quality of their methodological approach

Content

1. Key concepts of empirical research
2. Advanced research techniques in qualitative as well as quantitative research
3. Overview on several software tools for scientific research in the field of network-analysis, content analysis etc.
4. Key competences for online experiments, and surveys, such as the use of advanced graphic tools such as drag-and-drop objects, apply automatic text analysis tools, or record field notes on the behavior of online subjects and chat room or blogging communities
5. Practical inside to various research tools such as MAXqda, Nvivo etc.

Recommended Reading

- Gosling, S.D. (et al.) (2010): Advanced Methods for Conducting Online Behavioral Research, APA
- Fielding, N. G. (et al.) (2008): The SAGE Handbook of Online Research Methods, Sage
- Lewis, A. (et al.) (2007): Using Software in Qualitative Research: A Step-by-Step Guide, Sage
- Phillimore, J.; Goodson, Lisa (2004): Qualitative Research in Tourism-Ontologies, epistemologies and methodologies, Routledge, London
- Presenza and M. Cipollina: Analysing tourism stakeholders networks IN: Tourism Review VOL. 65 NO. 4 2010, pp. 17-30,
- UNWTO/ETC (2008): Handbook on Tourism Forecasting Methodologies http://pub.unwto.org/WebRoot/Store/Shops/Infoshop/48EA/1B51/FFDF/0971/B7DC/C0A8/0164/D9AF/081003_handbook_tourism_forecasting_excerpt.pdf

Degree course: Tourism Development Strategies

TDSM1400	Module: Personal Skill Development	contact hours per semester			
		WS	SS	WS	SS
	Self Management				
	Prof. Dr. Scherl	-	2,0	-	-

3- and 4-semester program only

Objectives

Although there is sufficient evidence for the effectiveness of self-management abilities and skills, problems are still existing in implementing those holistically in both, the workplace and private life. Therefore, students will be supplied with theoretical foundation and methods to enable them to understand the huge influence their self-management abilities and skills have on the workplace and private life as well as society in general. They will reflect on their personal attitudes, understanding and behavior of being actively involved within a wider social context – focusing of learning in intra- and interpersonal abilities and skills.

Participants will practice to incorporate self-management strategies into case studies, role plays and workshops to develop self-management abilities and skills. At the end of this course students will be able to understand in which way self-management could help to develop a stable, reflective, conscious and empathetic lifestyle by planning, goal-orientation, decision making, leadership and assigning priorities to get an individual and holistic concept of life – generating and sustaining relationships and networks in both business and private lives.

Content

In our modern information society individuals have to face new challenges – both professional and private ones. In order to cope with these requirements people should be empowered and professionally trained in self-management abilities for their private and business life. Further attaining knowledge and skills are necessary to apply and make the most effective use of it.

Career-related success, personal well-being and personal identity and self-esteem require an effective self-management which is concerned with abilities and skills of e.g. empathy, self-monitoring, goal setting, reflection, decision making, time management, social competence, stress management, team building processes, study techniques, communication skills, attentive listening, personal responsibility and personal development. Granted access to these self-management techniques for students is expected. Therefore lectures, case studies, role-plays and discussions will be integrated to facilitate personal development and development of self-management abilities and skills

Recommended Reading

- Austin, E. J. (2010) Measurement of ability emotional intelligence: Results for two new tests. The British Journal of Psychology, 101, 563-578.

- Bleis, D. & Helpup, A. (2009) Management – die Kernkompetenzen, Oldenburgverlag, München
- Campell, L.; Campell, B. & Dickinson, D. (1992) Teaching and learning through multiple intelligences, Standwood, WA, New Horizons for Learning.
- Caruso, D. & Salovey, P. (2004) The emotionally intelligent manager. How to develop and use the four key emotional skills of leadership, Jossey-Bass, San Francisco
- Clarke, N. (2010) Developing emotional intelligence abilities through team-based learning. Human Resource Development Quarterly, 21.
- Efenbein, H. A. & Eisenkraft, N. (2010) The relationship between displaying and perceiving nonverbal cues of affect: A meta-analysis to revive an old question. Journal of Personality and Social Psychology, 98, 301-318.
- Freudenthaler, H. H.; Neubauer, A. C.; Gabler, P. & Scherl, W. G. (2008) Testing and validating the trait emotional intelligence questionnaire (TEIQue) in a German-speaking sample. Personality and Individual Differences, 45, 673-678.
- Hayton, J. C. & Cholakova, M. (2012) The role of affect in the creation of intentional pursuit of entrepreneurial ideas. Entrepreneurship Theory and Practice, 36, 41-68.
- Ledoux, J. (1998) The emotional brain, London, Orion Books.
- Ledoux, J. & Hirst, W. (1987) Mind and brain: Dialogues in cognitive neuroscience, New York, Cambridge University Press.
- Myers, L. B. (2010) The importance of the repressive coping style: Findings from 30 years of research. Anxiety Stress Coping, 23, 3-17.
- Nelis, D.; Quoidbach, J.; Hansenne, M., Kotsou, I. & Mikolajczak, M. (2011) Increasing emotional competencies leads to higher well-being, better subjective health, enhanced relationship quality, and increased employability. Emotion, 11, 354-366.
- Parikh, J. (2003) Managing Your Self: Management by Detached Involvement, Blackwell, Oxford
- Saarni, C. (1999) The development of emotional competence, London, Guilford Press.
- Santrock, J. W. (2005) Life-span development, Dubuque, Iowa, Brown.
- Sarafino, E.P. (2010) Self-management: Using Behavioral and Cognitive Principles to Manage Your Life, Wiley & Sons, London
- Scherl, W.G. (2013) The ARM Model to develop emotion-related abilities (cognitive Emotional Intelligence). In: Research on Emotion in Organizations; Vol 9; Individual Sources, Dynamics, and Expressions of Emotion, Emerald Publishing, Cambridge, US, 85-115.
- Scherl, W.G. (2013) Did Social Intelligence develop into Emotional Intelligence? ICAM Conference London.
- Scherl, W. G. (2010) A model for emotional intelligence training in management education. PhD, Occupational Psychology. Nottingham, University of Nottingham, UK.
- Scherl, W. G. (2005) Emotional Intelligence: Measurement and related development concepts. School of Management. Bradford, University of Bradford.
- Van Kleef, G. A.; Anastasopoulou, C. & Nijstad, B. A. (2010) Can expressions of anger enhance creativity? A test of the emotions as social information (EASI) model. Journal of Experimental Social Psychology, 46, 1042-1048.

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

2-+ 3- and 4-semester program

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)

Degree course: Tourism Development Strategies

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
	Dr. Sholpan Gaisina	-	-	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 Management▪ Innovation & 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.

Degree course: Tourism Development Strategies

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			
	Prof. Dr. Klage	WS	SS	WS	SS
		-	-	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 BrandingNegotiation 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			
		WS	SS	WS	SS
	<ul style="list-style-type: none">Master's ThesisMaster'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