Postgraduate degree course

Tourism Development Strategies

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)

As of winter term 2022-2023

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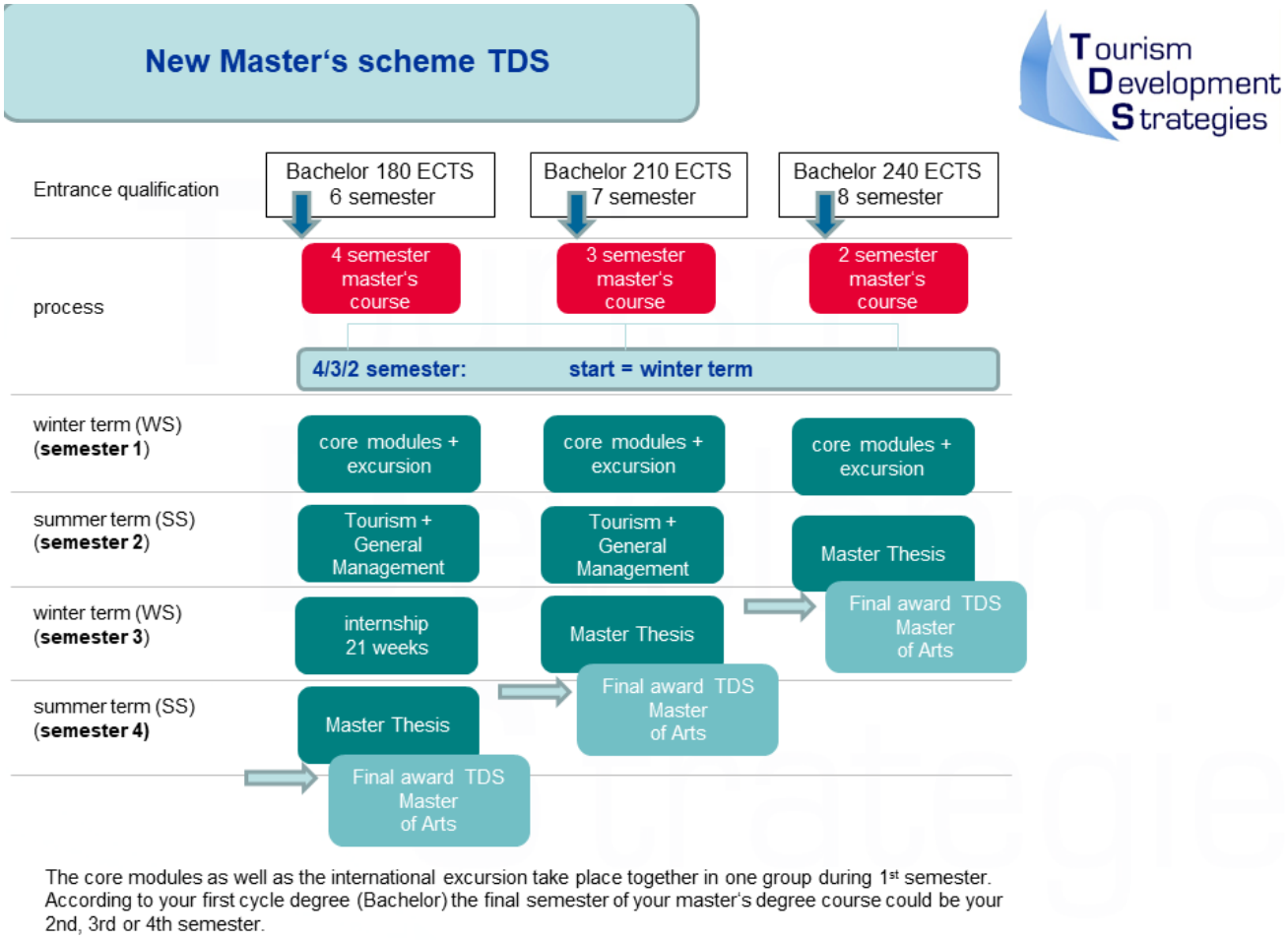
Educational and professional objectives

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 expert knowledge in tourism, in business administration and in general management, you will obtain skills and methods that will prepare you for the dynamic changes seen in politics, the tourism industry and society. Our goal is to provide you with the skills to act responsibly and independently. That's why we will strengthen your social competence and, at the same time, develop your personality. Tourism and internationality go hand-in-hand and therefore our master's program will also enhance your multicultural competence.

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, it is extremely flexible. The duration of the master's program depends on the duration of the bachelor's program.



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

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

I. 2-semester program

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

- Tourism in Practice (with international excursion)
- Individual and Organizational Development
- Sustainability in Tourism
- Research and Case Project (real case with an enterprise)

Compulsory Electives (one out of three):

- Global Business Development
- Managing Tourism Markets
- Digitalization and Tourism

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

II. 3-semester program

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

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

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

Compulsory Electives (three out of five):

- Strategic Human Resource Management
- Communication and Media Management
- Political Economy of Tourism (nof offered during summer semester 2022)
- Supply Chain in Tourism
- Cultural Heritage Management in Tourism

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

III. 4-semester program

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

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

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

Program features

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

With our master's program, we are not only supporting you with various essential concepts for today's business world; such as innovation, change management, current trends, risk management, product development, sales, diversity etc. but also constantly provide you with distinguished professional contacts and job opportunities. International company meetings and field experiences, conferences and workshops will always be a part of your education to combine your theoretical knowledge with practice. With interactive, practice-oriented lectures and real projects, you will be introduced to the demands of the professional world. All of our professors and instructors are very well informed about up to date methods and tools that will get you ready for your career path. They will be personally mentoring and training you during your TDS education. With this excellent combination, you will be packed with skills and experiences that will open golden doors for you after graduation. (Often, even already before you actually graduate!)

In a nutshell… TDS = international, strategic & individual

5 reasons for YOUR TDS study at the Hochschule Stralsund

- ✓ international, English-speaking and practice-oriented Master's degree
- ✓ tailor-made, individual structure – unique in Germany (2 / 3 / 4 semester)
- ✓ excellent career prospects in growth markets
- ✓ individual coaching, small study groups & a committed team
- ✓ 5 minutes to the beach 😊

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

Hochschule Stralsund
Tourism Development Strategies (TDS)

4-semester master's course

from winter term 2021-2022 onwards

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

INTERNSHIP-21 WEEKS

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

Attention:

Please note that in each semester changes to the information given in the module handbook are possible (e.g. offer of modules as well as forms of examination). Further details are regulated by your subject examination regulations.

At the beginning of the semester, you will be informed – as a service - by the examination board of the Faculty of Economics (by e-mail) which examination form will be used.
This information will be made available in the 2nd/3rd week of lectures at:
https://www.hochschule-stralsund.de/ws/pruefungsausschuss/

Your lecturers will let you know as well.

Content of Modules

Tourism in Practice

Modul Nr. / Module-Code	**TDSM1000**
Modulbezeichnung / Module description	**Tourism in Practice**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Applied Tourism Management ▪ International Field Trip
Inhalte des Moduls / Syllabus Module	- Students use and apply tourism theory in order to evaluate the specific situation of individual tourism business or a destination as a whole - Insights into spatial hierarchies in the tourism system - Strategic destination development and destination competiveness - Contact to various stakeholders through site visits at tourism businesses, tourism administration etc. - Cultural studies, regional studies, language skills, development studies
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Understand challenges of various cultural, social and political contexts for tourism management. **Applying knowledge and understanding** Apply specific methodologies to: identify strategies of business development, innovation, and internationalization in the tourism sector; use adequate analytical tools to the tourism sector. **Making judgements** Evaluate the actual situation of a given tourism business, respectively a whole tourism destination in relation to specific local, regional and global trends. **Communication** Students express their perspective on future challenges and possible strategies in the specific case. **Learning skills** Critically evaluate the performance of tourism business and destinations, deal with the transfer of global processes on a local level, transfer the local experience to various other contexts. Experiencing team work and improvement of social and multicultural competence. **Methodology** Competently evaluate the technological and organizational process of change within the firm or destination. Enhance your analytical skills.

	Integration of a theoretical perspective with the application of tourism management principles, including planning, management, marketing and evaluation in the context of a field trip.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (32 hours contact; 118 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Verwendbarkeit des Moduls / Applicability of module	TDSM1100 – TDSM1600, TDSM1800, TDSM1900, TDSM2300, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Experimentelles Arbeiten (not graded) (30 Stunden)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2, 3 and 4-semester programme: 0%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	seminars, case-studies, discussions, reflection, presentations, fieldtrip
Literature (further literature during classes) ▪ Fletcher, J./Fyall, A./Gilbert, D./Wanhill, S. (2018): Tourism Principles and Practice. London, Pearson. ▪ James, L./Ren, C./ Halkier, H. (2019): Theories of Practice in Tourism. Routledge ▪ Minca, C./ Oakes, T. (ed) (2011): Real Tourism: Practice, Care, and Politics in Contemporary Travel Culture. Routledge ▪ Buhalis, D./ Costa, C./ Ford, F. (ed) (2005): Tourism, Business Frontiers Butterworth Heinemann ▪ Cooper, C./ Hall, M. (2012): Contemporary Tourisme Book; epub ▪ Weaver, D./ Lawton, L. (2009): Tourism Management, J. Wiley & Sons. 4th Edition, ▪ Harvard Business School, selected cases	

Individual and Organizational Development

Modul Nr. / Module-Code	**TDSM1100**
Modulbezeichnung / Module description	**Individual and Organizational Development**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Diversity Management ▪ Innovation & Change Management

Inhalte des Moduls / Syllabus Module	- Foundations of diversity, innovation and change processes in the economy. - Methods, models, success factors and implications of diversity management and organizational development. - Creativity and innovation: How to find new ideas as a basis for innovations. - Change Management: How to implement organizational change - The social and economic meaning of innovation and change. - Diversity and change management and its impact on business culture. - As the “people`s factor” is of utmost importance, special sessions on integrative diversity management will be included.
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Students master the meaning and basics of innovations and their impact on companies. They are aware of the cultural and ethical dimension to operating in culturally and institutionally complex environments, particularly in emerging markets. **Applying knowledge and understanding** Students are capable of analyzing the causes and effects of a problem and finding a way to stop the causes or the effects. They are able to apply and implement the acquired knowledge with concrete examples from practice. They know how to develop innovative ideas, to assess these independently and to implement them in the organizational context. **Making judgements** Students are capable of breaking topics down into their parts and of noting how the parts fit together. They are able to use a series of statements connected logically together, backed by evidence, to reach a conclusion. They are able to decide on the worth of topics by comparing it against an accepted standard of value. **Communication** Students know how to point out the similarities and differences between two or more subjects. Listening actively (taking notes, asking questions, engaging in ideas being communicated), Reading (decoding written words and images), Turn taking

	(effectively switching from receiving ideas to providing ideas). **Learning skills** They are sensitized and aware of their personal development with regard to methods of diversity. **Methodology** With selected creative methods students learn how to develop innovative ideas, to assess these independently and to implement them in changing organizational environments. They learn to deal with uncertainty and change in management functions and to facilitate team processes and group dynamics.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1300, TDSM1400, TDSM1600, TDSM1800 - TDSM2100, TDSM2500, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, exercises, case-studies, discussions, presentations, online-research

Literature

- Beitler, M.A. (2006): Strategic Organizational Change, Greensboro (NC). Practitioner Press International
- Berkun, S. (2010): The Myths of Innovation. O'Reilly Media, New York
- Cameron, E., Green, M. (2015) Making sense of change management, 4th edition, Kogan Page, London
- Drucker, P.F. (1985); Innovation and Entrepreneurship. Harper Collins, New York
- Harvey, C.P. & Allard, M.J. (2014). Understanding and Managing Diversity (6th Ed.), Boston: Pearson.
- Kim, B.Y. (2006). Managing Workforce Diversity: developing a learning organization. *Journal of Human Resources in Hospitality and Tourism*, 5, 69-90.

- Keely, L. , Pikkel, R., Quinn, B., Walters, H. (2013) Ten Types of Innovation – The Discipline of building breakthroughs, John Wiley & Sons, Hoboken, New Jersey.
- Kotter, J.P. (2012) Leading Change: *On Change Management* (pp. 1-16), Harvard Business Review Press, Boston Massachusetts
- Rogers, E.M. (2003); Diffusion of Innovations. Free Press. 5th ed.
- Shellshear, E. (2016) Innovation Tools, 7 Publishing, Amazon Distribution Leipzig
- Hiatt, J.M./Creasey, T.J. (2003): Change Management: the people side of change, Loveland (CO).Prosci Research

Sustainability in Tourism

Modul Nr. / Module-Code	**TDSM1200**
Modulbezeichnung / Module description	**Sustainability in Tourism**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	- General Macro- and micro-economic perspectives of tourism & international markets, supply and demand, price elasticities - Interdependencies, dynamics and ramifications in sustainable tourism of economic, environmental, and socio-cultural dimensions (triple bottom line) - Tourism economics and decision making with focus on sustainable production and consumption - Sustainability with micro and macro perspectives; the tripartite concept of sustainability; sustainability and CSR; sustainability and CR - Economic growth and sustainable growth in tourism - Global tourism and Diversity Management; developing innovative & selective tourism thinking - Educating and utilizing human recources, growth of socio-cultural potentials (Triple P) - Sustainable production & consumption as ethical principle & future innovation
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Students understand & reflect on the tripartite dimensions of tourism relating to a holistic concept of sustainability. Macro and micro perspectives reveal interdependencies among the Triple Bottom Line and develop understanding whether economic prosperity might contradict sustainability. Students develop abilities and skills in understanding, analyzing, and synthesizing knowledge & data in cases provided. Students discuss traditional theories of macro- and micro-economic growth and familiarize with innovative corporations by incorporating sustainability and corporate social responsibility

	(CSR) into globalized economies. Reflexion processes facilitate internalization of knowledge and expedite practical application. **Applying knowledge and understanding** Students discuss contemporary global issues to generate holistic understanding and internalize mechanisms of economic and tourism-related growth. Students apply academic knowledge by explaining and analysing market forces of economic growth and sustainability in tourism. They are able to reflect on and anticipate ramifications of national, international & corporate sustainable strategies. **Making judgements** Students will be able to appraise and assess relevant issues and predicaments - analyse challenges for sustainable decision-making processes (economic, environmental, socio-cultural) to develop micro- and macro-economic perspectives and strategies. **Communication** Students may develop intra- and interpersonal skills and competencies to communicate and discuss relevant information, knowledge and ideas, delineate issues and reason about solutions to both specialist and non-specialist audiences distinctly and unambiguously. Self- critical reflexion processes are facilitated to sensitize for cultural and international differences. **Learning skills** Students are enabled to reason and reflect on micro- and macro-economic perspectives and develop sustainable thinking, concepts and processes for our common future. **Methodology** Students develop successively interdependencies of micro- and macro-economic levels with sustainable ramifications (economic, environmental, socio-cultural); they internalize and utilize professionally the concept of sustainability in both, national and international issues.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) /	Obligatory

Kind of module	
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1500, TDSM1800, TDSM2300, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, workshops, case-studies, discussions, exercises, seminars, reflexion rounds

Literature

- Scherl, W.G. and Bauman, B. (2021) Global Sustainability: What has the Triple Bottom Line got to do with it. European Journal of Economics & Administration (in press)
- Blowfield, M. and Murray, A. (2019) Corporate Responsibility. Oxford, Oxford University Press
- Gray, R., Adams, C.A. and Owen, D. (2018) Accountability, Social Responsibility and Sustainability: Accounting for Society and the Environment. London, Pearson
- Wheelen, T.L., Hunger, D.J., Hoffman, A.N. and Bamford, C.E. (2017) Strategic Management and Business Policy: Globalization, Innovation and Sustainability. London, Pearson
- Camilleri, M.A. (2017) Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies. Cham, Springer
- Mc Cool, S.F. (2016) Reframing sustainable tourism. Dordrecht, Springer
- Scherl, W.G. (2013) Wirtschaftlicher Erfolg durch Nachhaltigkeit: Kosten und Nutzen von CSR, in: Zdrwomyslaw, N. (Hrsg.) Grundzüge des Mittelstandsmanagements: Vom Erkennen zum Nutzen unternehmerischer Chancen, DBV, Gernsbach
- Journal Articles recommended in Lecture

Research and Case Project

Modul Nr. / Module-Code	**TDSM1300**
Modulbezeichnung / Module description	**Research and Case Project**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Applied Research ▪ Case Project
Inhalte des Moduls / Syllabus Module	- Key concepts of empirical research - Key concepts of business research and business research strategies - Key competences for market research - Market research methods

	- Key concepts in consumer behaviour - Individual business evaluation - Explore a niche business and ideate and evaluate different potentials with regard to upside potentials. - Develop and explore ideas to find profits in market segments that existing competitors do not utilize. - Management and business science - Organisational and communication science - Find and form ways of spreading out risks in businesses – Risk Management.
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Execute empirical research on an advanced level. Students have the capabilty to discover scientific principles and concepts in the context of real world problems. **Applying knowledge and understanding** Analyse and present business data using appropriate tools. Apply techniques to analyse complex interrelations and identify solutions. Analysis of different parameters within a business (e.g. market, competition, target group) Students have the ability to design and conduct studies based on own research questions and hypotheses. They are able to apply and implement formerly acquired knowledge with concrete examples from practice. **Making judgements** Identify the key characteristics of advanced research techniques and distinguish various sources of information due to their appropriateness. Students can master the quantitative basis for evaluating the magnitudes and rates pertinent to business challenges, and the quantitative assessment of causal relationships. **Communication** Elaborate on the role of various research methodologies. Students present profound findings of the specific case. They are able to approach problems through collaborative (interdisciplinary) teams. **Learning skills**

	Practical thinking, creative thinking, critical thinking, communicating, and collaborating **Methodology** Be able to implement case specific research methodologies. Improvement of the competence to communicate and presentation techniques by an individual coaching. Foster ability to: do market research and analyse, structure your work, solve problems, set milestones, holistic and critical thinking, undertake research and to work independently.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	10
Gesamtworkload / Workload and its composition	300 hours (128 hours contact; 172 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1900, TDSM2100, TDSM2300, TDSM2600, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Experimentelles Arbeiten (50 Stunden)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 16% 3 and 4 semester programme: 10%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, presentations, real case in co-operation with a company

Literature

- Arthur, J., Waring, M., Coe, R., Hedges, L. (2012). Research Methods and Methodologies in Education. London: Sage
- Bell, E., Bryman, A., Harley, B. (2018). Business Research Methods (5th Ed.). Oxford: Oxford University Press.
- Brotherton B. (2008). Researching Hospitality and Tourism, London: Sage.
- Hussey, J., Hussey, R. (1997). Business Research: A Practical Guide for Undergraduate and Postgraduate Students. London: Macmillan.
- Keely, L., Pikkel, R., Quinn, B., Walters, H. (2013) Ten Types of Innovation – The Discipline of building breakthroughs, John Wiley & Sons, Hoboken, New Jersey.
- Kotter, J.P. (2012) Leading Change: *On Change Management* (pp. 1-16), Harvard Business Review Press, Boston Massachusetts

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

Managing Tourism Markets

Modul Nr. / Module-Code	**TDSM1400**
Modulbezeichnung / Module description	**Managing Tourism Markets**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Tourism Product Development ▪ Sales
Inhalte des Moduls / Syllabus Module	- International tourism environment - Tourism market characteristics - Business models in travel and tourism - Market segmentation and target groups - Product conceptualization and development - Innovation and disruptive innovation - The 7P of service marketing - Principles of new venture creation - Entrepreneurship vs. intrapreneurship - Creating demand - Acquiring intelligence - Setting up strategy - Gaining customer commitment - Ongoing business and customer relationship - Various tourism-related business case studies - Sales and distribution procedures - Combine macro and micro perspective
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Know the international tourism environment; define major concepts of marketing, sales, strategy and new venture creation. Understand the interdependence of business functions. **Applying knowledge and understanding** Connect existing tourism products to the respective context/business environment, business model and tourism market in the greater societal context. Understand the strategic dimension of managerial decisions with regard to tourism product development. Apply models from service marketing and business strategy to selected tourism products. Apply sales-related know-how. **Making judgements**

	Assess the viability of business models; identify strengths and weaknesses of business models and strategies in travel and tourism markets; evaluate the effectiveness of sales strategies in B2B and B2C settings. Evaluate tourism products against business environments and market trends. **Communication** Critically comment on business strategies; promote tourism products; communicate with diverse target groups in sales-related situations. **Learning skills** Analytical skills; critical thinking skills in management contexts; creative and design thinking; understanding customer needs. **Methodology** Desk research, creative thinking; design thinking; pursuit of proactive sales approaches.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1200, TDSM1500, TDSM1600, TDSM1800, TDSM2000, TDSM2100, TDSM2300, TDSM2400, TDSM2700 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, lectures, case-studies, discussions, presentations
Literature ▪ Hall, C. M., & Williams, A. M. (2020) Tourism and Innovation. 2nd ed. Routledge. ▪ Harvard Business Review (2016) The Clayton M. Christensen Reader. Harvard Business Review Press. ▪ Homburg, Chr., Schäfer, H., Schneider, J. (2016): Sales Excellence, Wiesbaden: SpringerGabler	

- Hudson, S., & Hudson, L. (2017) Marketing for Tourism, Hospitality & Events: A Global & Digital Approach. Sage.
- Trott, P. (2016). Innovation Management and New Product Development. 6th ed. Pearson.
- Neil Rackham**:** Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value; Mcgraw-Hill Professional, 1999
- Terri L. Sjodin**:** New Sales Speak: The 9 Biggest Sales Presentation Mistakes and How to Avoid Them; Wiley & Sons; 2. Aufl., 2006
- Zupancic, D. (2019): Sales Drive, Wiesbaden: SpringerGabler

Global Business Development

Modul Nr. / Module-Code	**TDSM1500**
Modulbezeichnung / Module description	**Global Business Development**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ International Tourism Business Strategies ▪ International Risk Management
Inhalte des Moduls / Syllabus Module	- Tools for analysis of external and internal environment, tourism or related tourism company's core competences and capabilities - Concepts of strategic management, market analyses and risk management - Managing risk and international risk - Selected financial instruments - Development of strategic alternatives, selection and implementation - Apply financial instruments appropriately - The strategic value of international Business Management and risk. - The economic meaning of entering new markets, development and distribution. - Tourism policy, planning and strategic development processes and risks.
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**<u>Knowledge and understanding</u>** Understand the business strategy process as well as the process of managing risks and international risks. Familiarize students with specific framework conditions, state of the art concepts and methods for international business and risk management in service industry while concentrating on tourism industry. Familiarize students will different kinds of risks companies face and the impact on business. Understand financial instruments to help mitigating risks. **<u>Applying knowledge and understanding</u>**

	Apply this understanding to real current problems in companies of all sizes as well as in all types of industries. Create general business as well as specific risk management strategies and handle practical issues. Apply appropriate financial instruments for e.g. entering new markets **Making judgements** Students are able to critical assess and to interpret markets, environments and certain risks from a strategic point of view. **Communication** Critically comment on and argue about different market entry strategies as well as proper risk management strategies. **Learning skills** Be prepared to take part in business development and strategic work as analysts and, in later stages of their careers, to lead such processes **Methodology** Students will increase their analytical skills. They will be enabled to apply strategic thinking and acting to various kinds of issues (corporate or institutional level, or in a context of a new destination) which may arise in the future.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1400, TDSM1600, TDSM1700, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, lectures, case-studies, discussions, presentation

Literature

- Angwin, D.; G. Johnson, Regner, P.; K. Scholes, & R. Whittington. 2019. Exploring strategy, Text and Cases. 12th edition. London: Pearson Education Ltd.
- Reingold J. & Underwood, R. Was built to last built to last? *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
- Brealey, R.A.; Myers, S.C.; Allen, F. (2014): Principles of Corporate Finance, 13th ed., McGraw Hill
- Madura, F./ Fox, R. (2011): International Financial Management, 5th int. ed., South Western
- Wolke, T (2017): Risk Management, DE GRUYTER OLDENBOURG
- Dorfman, M. Stark (2007): Introduction to Risk Management and Insurance, Prentice Hall
- Alexander, C./ Sheedy, E. (2005): The Professional Risk Manager, PRMIA Publications
- ISO/DIS 31000, Risk Management – Principles and Guidelines (2009); www.iso.org
- Merna,T. / Al-Thani, F. (2008): Corporate Risk Management, Wiley. 2nd ed.
- Robertson, D./ Kean, I./ Moore, S. (2006): Tourism Risk Management. Asia-Pacific-Economic Cooperation. http://www.sustainabletourismnetwork.co.za

Digitalization and Tourism

Modul Nr. / Module-Code	**TDSM1600**
Modulbezeichnung / Module description	**Tourism and Digitalization**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Digitalization in Tourism ▪ Designing Digital Innovations
Inhalte des Moduls / Syllabus Module	- Megatrends, Tourism and Digitalization - Tourism 4.0 - Digitalization & Business Models - Digital Organization - Big Data & Tourism - Digitalization & Destination Management - IoT Value Creation & Business Models - Tourism, Digitalization & IoT - CRM & Tourism - Overview of modern innovation processes for developing digital innovations

	- Agile innovation processes - Selected case studies - Methods and techniques of human-centred design - Principles of human-centered design - Prototyping methods and tools - User-centred evaluation techniques - Design Sprint - Methodological introduction - Hands-on (online) Design Sprint workshop
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Introduction into selected methods and techniques of user-centred design of digital innovations and related innovation processes. Understand the phenomena affecting tourism today and in the near future and the digital solutions on offer. Have a solid grasp on the technologies and strategies required for successful digitalization. **Applying knowledge and understanding** Selected case studies illustrate their application in practice. The introduced methods are applied in supervised exercises and final group work to solve a real-world problem. Performing an adapted version of an Online Design Sprint based on the Google Design Sprint methodology. Design data-driven user-centric experiences and processes. **Making judgements** Examine how digitalization is shaping business models in tourism management. **Communication** Articulate challenges and opportunities that arise from digitalization for the tourism industry. **Learning skills** Understand why and how digital tourism has revolutionized the way tourists research, plan and experience their holidays as well as how to master to master big data, mobile payments, reputation management and micro-location to remain relevant in the tourism industry. Evaluate the possibilities of digital innovations and processes for the tourism industry. Evaluate the role of digitalization for destination management. **Methodology** Dealing with change and near future applications in tourism. Enhance students' strategic thinking and acting abilities.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester

Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1200, TDSM1800, TDSM2000, TDSM2100 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, lectures, exercises, case-studies, discussions, presentation

Literature

- Beyer, H. & Holzblatt, K. (1998). Contextual Design: Defining Customer-Centered Systems, Morgan Kaufmann
- *Egger, R.;* Bulencea, P: (2015): *Gamification in Tourism: Designing Memorable Experiences*, Books on Demand
- Greenberg, S. et al. (2011): Sketching User Experiences, The Workbook, Morgan Kaufmann.
- Kelley, C.; Littmann, J. (2004): The Art of Innovation. ProfileBooks Ltd. London.
- Koskinen I., Zimmerman, J., Binder, T., Redström, J., Wensveen, S.. (2011). Design Research Through Practice: From The Lab, Field and Showroom. Waltham: Elsevier
- Müller-Prothmann, T (2014): Innovationsmanagement: Strategien, Methoden und Werkzeuge für systematische Innovationsprozesse. Hanser
- Nielson, J. (1994). Usability Engineering, Morgan Kaufmann.
- IDEO, The Field Guide to Human-Centered Design, https://www.designkit.org/resources/1
- *Tourism, Hospitality and Digital Transformation: Strategic Management Aspects***,** K. Tajeddini, V. Ratten, T. Merkle (Eds.), Routledge, 2019
- Un World Tourism Organization (Eds.), UNWTO (2014): *Tourism and New Technologies.*

Managing Financial Performance

Modul Nr. / Module-Code	**TDSM1700**
Modulbezeichnung / Module description	**Managing Financial Performance**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	- Financial vs. managerial accounting

	- Rulesets (HGB, IFRS and US-GAAP) - Financial statement analysis - Ratio analysis - Cost behaviour - Cost-volume-profit analysis - Activity-based costing - Marginal analysis - Yield management - Budgeting - Package tour calculation - Financial performance of tourism businesses
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Define financial and managerial accounting; list yield management and pricing strategies; know structure and contents of financial statements; name essential financial ratios; distinguish profitability from liquidity; understand the budgeting sequence. **Applying knowledge and understanding** Interpret financial statements; apply ratio analysis to a variety of cases; devise prices and conduct yield management for various exercises/cases, calculate package tour costs and prices for various exercises. **Making judgements** Decide on effective pricing and/or cost analysis methods for various travel and tourism-related cases and scenarios. Assess the financial situation of tourism-related organizations in their societal and industry contexts; detect critical issues of organizations based on financial ratios; evaluate the viability of financial budgets; identify conflicts of interest in financial performance reporting and goalsetting as well as in the tourism intermediate scenery; evaluate financially driven decisions through different lenses. **Communication** Produce profitability analysis sheets and financial budgets; critically comment on published financial statements of real-life examples/cases; comment on quantitative business decisions; refer to corporate governance issues and ethics of accounting and finance. **Learning skills** Strengthen analytical and numerical skills in management contexts. Learn to read between the lines of published as well as internal financial statements and reports; enhance decision-making skills; critical thinking beyond financial data. **Methodology**

	Ratio analysis; calculation of prices, revenues, costs and profits or losses within contemporary accounting, finance and revenue management frameworks; search for patterns in various types of reports; research and analysis of systematically derived data; quantitative decision-making in contexts also requiring awareness of qualitative aspects.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Verwendbarkeit des Moduls / Applicability of module	TDSM1200, TDSM1400, TDSM1500, TDSM1800, TDSM1900 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, nano-talks

Literature

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

Destination

Modul Nr. / Module-Code	**TDSM1800**
Modulbezeichnung / Module description	**Destination**

Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Spatial Tourism Planning ▪ Strategic Destination Development
Inhalte des Moduls / Syllabus Module	- Planning principles and regulations in reference to destination and resort planning. - Land-use-conflicts - Types and administration of destination governance processes. - Spatial hierarchies in the tourism system. - Strategic destination development - Destination competiveness - Sustainable destination development - Events and destination development - Cash-flow statement and Ratio analysis - Insights into several case studies (destinations such as Ruhrregion, Cyprus, South-Tirol) - Insights into regional development and zoning plans. - Implementation of planning principles in destination development and management. - Understand strength and weakness of business simulation tools. - Planning sciences - Spatial sciences
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Overview on tourism planning principles. Understand decision-making process within tourism businesses as well as on a destination level. Understand complex business processes. Identify business dependencies within a destination. **Applying knowledge and understanding** Use and experience simulation tools for tourism planning and development. Apply knowledge to run your own business as well as to co-operate with stakeholders. Analyse and asses financial statements. Apply moderation techniques in order to solve complex disputes amongst various stakeholders. **Making judgements** Identify and experience perspectives of various stakeholders in a destination management context.

	Evaluate the overall situation of a tourism business or a destination to elaborate a strategic development plan. **Communication** Express opinions on different destination planning concepts or individual business strategies and back it with detailed arguments. Communicate and discuss within a group environment relevant issues. **Learning skills** Synthesize information and provide solutions in response to various problems and issues related to a specific destination or tourism business. Handling of computer based simulation tools. Be aware, respect and reflect challenges stakeholders face and how those may have an impact on your own business. **Methodology** Be able to transfer tourism knowledge to unknown destinations. Improve analytical and conceptual skills.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1200, TDSM1400, TDSM1500, TDSM2300, TDSM2400, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English / German
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	3 and 4 semester programme: 8%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, reflection rounds, computer simulation
Literature (case studies & Journal articles etc. during classes)	

- Bieger, T. Beritelli, P. Laesser, C. (Hrsg.) (2018): Wettbewerb und Digitalisierung im alpinen Tourismus. Schweizer Jahrbuch für Tourismus 2017/2108, Erich Schmidt
- Dredge, D. (2011): Stories of Practice: Tourism Policy and Planning, Ashgate
- Hall M. C. (2008) Tourism Planning: Policies, Processes and Relationships, Pearson
- Hall, M./ Gössing, S./ Scott, D. (2015): The Routledge Handbook of Tourism and Sustainability. Routledge
- Heath, E./ Heath, L.Ed./ Wall, Q. (1992): Marketing Tourism Destinations: A Strategic Planning Approach, John Wiley & Sons
- Morrison, A.M. (2018): Marketing and Managing Tourism Destinations. 2nd ed., Routledge
- Wang, Y./ Pizam, A. (Ed.) (2011): Destination Marketing and Management: Theories and Applications, Cab Intl
- Travis, A.S. (2016): Planning for Tourism, Leisure and Sustainability: International Case Studies, Cabi
- Pechlaner, H. (Hrsg.) (2020): Destination und Lebensraum. Perspektiven touristischer Entwicklung. Springer
- Queensland Department of Tourism, Major Events, Small Business and The Commonwealth Games (DTESB) (2013): Next Generation Tourism Planning: a guideline for planners in Queensland, State of Queensland
- Wall, G.; Mathieson A. (2008): Tourism, Prentice Hall
- Journal of hospitality & tourism research, Bd. 36. 2012, 2, 164-190 (2012) Mc Lennan C.-L./ Ruhanen, L./ Ritchie, B./ Pham T.: Dynamics of destination development: investigating the application of transformation theory
- International Journal of Culture, Tourism and Hospitality Research, Vol. 14 No. 2, pp. 273-294 (2020) McLoughlin, E.; Hanrahan, J.; Duddy, A.M.: Application of the European tourism indicator system (ETIS) for sustainable destination management. Lessons from County Clare, Ireland.

Personal Skill Development – Values based Management

Modul Nr. / Module-Code	**TDSM1900**
Modulbezeichnung / Module description	**Personal Skill Development – Values based Management**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Business Ethics and Corporate Governance ▪ Self Management
Inhalte des Moduls / Syllabus Module	- Emotional Intelligence, interpersonal and intrapersonal Skills and Abilities related to Cognitive Performance /Intelligence - Development of emotional, cognitive and behavioural Skills and Abilities; Emotional Intelligence Development - The ARM theory facilitates the perception of emotional, cognitive and behavioural abilities and skills. The cognitive analysis & evaluation facilitates reflexion processes in both individuals and groups to develop skills, abilities and behavioural strategies to orientate on a value system applied within private and corporate settings.

	- The development of intrapersonal and interpersonal abilities and skills (Emotional Intelligence) develop holistically awareness, reflexion and management of those abilities and skills to draw on sound value systems applicable within business and management in different & diverse cultures and multi-faceted global economies. - Difference and utility of typical performance versus maximum performance (Emotional Intelligence) - Career-related success; self-control, self-monitoring & empathy, goal setting, emotional reflection, decision making, stress management, team building processes, conflict management, communication skills - Ethics in Philosophy with hindsight to past, present and future perspectives - Ethics in business and management as innovation for future organisations and creating competitive advantages - Code of ethics; corporate governance and business ethics; Shareholder / stakeholder theory; Corporate Citizenship
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Students familiarize with relevant theoretical foundations, concepts and different methods to facilitate understanding - the effect intrapersonal and interpersonal abilities and skills have on the workplace and their private life as well as on society in general. Students will be working with scientific data and case studies what effects and consequences a lack of intrapersonal and interpersonal abilities and missing values may have on both corporations, society explicitely and individuals in particular. **Applying knowledge and understanding** In-depth discussions, reflections, verbal and non-verbal interactions, role plays and the application of theoretical foundations and concepts enable students to increase perception and meaning and holistic understanding. Students reflect on their gained knowledge, personal values, attitudes, understanding and abilities of being actively involved within a wider social context – focusing on learning and application of intra- and interpersonal abilities and skills. **Making judgements** Students will be able to appraise and assess both their own personal abilities, skills and values, and those of others to recognize essential abilities, values and competencies and utilize their potential for further individual development.

	Communication Students may perceive, communicate and discuss both intra-personal and interpersonal abilities, values and skills independent of the idiosyncracies of their discipline. **Learning skills** Students are encouraged to develop their personal abilities, values and skills. They nurture their abilities on cognitive and emotional abilities (Emotional Intelligence). **Methodology** Students perceive and recognize the importance of the development of both their intrapersonal and interpersonal abilities and skills as well as how to consider and apply values and principles constructively.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Verwendbarkeit des Moduls / Applicability of module	TDSM1100, TDSM2000, TDSM2100, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English / German
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours (not graded)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	3 and 4 semester programme: 0%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	The amount of people participating per group is limited to 15 students in the course “Self Management”. Seminars, lectures, workshops, case-studies, exercises, discussions, reflection rounds, team building activities
Literature ▪ Scherl, W.G. (2021) Nurture Emotional Intelligence Abilities – The Correspondence Paradigm as innovative Method to develop EI (International Journal submitted). ▪ Scherl, W.G. (2016) Genealogy and Conceptual Foundations of Emotional Intelligence (EI) and Social Intelligence (SI). American Journal of Scientific Research, Vol 18, 2.	

- Scherl, W.G. (2014) Human Resource Management and Different Concepts of Emotional Intelligence. European Journal of Social Sciences, Vol. 45, 2.
- Scherl, W.G. (2013) Emotional Intelligence Development in Management Education: A newly devised Theory incorporates Potential to develop emotion-related Abilities (Emotional Intelligence). European Journal of Social Sciences, Vol. 40, 3.
- Scherl, W.G. (2013) The ARM Model to develop Emotion-related Abilities (Ability Emotional Intelligence), in: Zerbe, W., Ashkanasy, A. & Hartel C. (Eds.,) Research on Emotion in Organizations: Individual Sources, Dynamics, and Expressions of Emotion, Vol. 9; Emerald Publishing, UK.
- Scherl, W.G. (2013) Wirtschaftlicher Erfolg durch Nachhaltigkeit: Kosten und Nutzen von CSR, in: Zdrwomyslaw, N. (Hrsg.) Grundzüge des Mittelstandsmanagements: Vom Erkennen zum Nutzen unternehmerischer Chancen, DBV, Gernsbach.
- Scherl, W.G. (2013) Emotional Intelligence versus Social Intelligence: A clear Differentiation of two different but interrelated psychological Constructs, ICAM 1990 – Conference of International Cooperation on Advances in Management, London, UK.
- Weiss, J. (2021) Business Ethics: A Stakeholder and Issue Management Approach, London, Pearson.
- Crane, A., Matten, D., (2019) Business Ethics, Oxford, Oxford University Press
- Journal Articles recommended in Lecture

Strategic Human Resource Management

Modul Nr. / Module-Code	**TDSM2000**
Modulbezeichnung / Module description	**Strategic Human Resource Management**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ International Human Resource Management and Employer Branding ▪ Negotiation Strategies
Inhalte des Moduls / Syllabus Module	**Technical** - Introduction of strategic human resource management (SHRM) - Control-based model of SHRM, resource-based model of SHRM, integrative model of SHRM - Successful negotiation strategies, negotiation process, conflict resolution and foundation of cooperative agreements, analyzing power relations, multiparty and multiple issue negotiations; - '5-P model' of SHRM that incorporates five human resource activities - Theories, corporate programs, practices and processes, with strategic business needs and corporate policies, and reflects corporation's overall plan for future prosperity, adaptability and profitability within globalized markets and their human resources. - Strategic HRM interlinks knowledge and understanding with traditional HR practice.

	- Critical & abstract thinking of current HR cases facilitates analysis and evaluation of strategic and sustainable orientation. - Case studies (e.g. Coca Cola; Thomas Cook; Aida Cruises; Daimler; VW; Lufthansa) - Development of individuals and groups in frequent changing & competitive corporate environments - Human resources recruit and develops both individuals and groups to meet corporate needs within several realms nationally and globally, e.g. intercultural and diversity management, finance and accounting, sales and procurement, operations, expatriate management, and marketing.
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Students develop an understanding of strategic human resource management (SHRM) by evaluating different models of SHRM discussed within the academic literature, e.g. control-based, resource-based, or integrative strategic human resource management model. Students comprehend different HR issues, e.g. cultural idiosyncrasies, external regulation, environment, negotiations, societal change, impacting on HRM strategies, and consequently on national and international corporate strategies for sustainable corporate development and prosperity. **Applying knowledge and understanding** Students describe current HRM issues and delineate appropriate ideas to define creative solutions to meet corporate needs and delicate negotiations for both present and future challenges in HRM. Realistic HR cases facilitate the application and internalisation processes. **Making judgements** Students will be able to appraise and assess different HR strategies and eventually analyse for decision-making processes, corporate strategies & implementation purposes. **Communication** Students may communicate and discuss relevant information, knowledge and ideas, delineate issues and reason about solutions to both specialist and non-specialist audiences distinctly and unambiguously. **Learning skills** Evaluation and analysis of tools and methods of different HR strategies to be applied appropriately within corporate settings, critical thinking & reasoning, being able to discuss constructively, grasping the impact of SHRM and performance sustainably for our common future.

	Methodology Students familiarize with the topic of SHRM on postgraduate level. Based on research they internalise the constructive applicability of different HR strategies within business and management. Extensive reasoning and reflexion complements the learning outcome beneficial for sustainable organisation and management development.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1300, TDSM1500, TDSM1900 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Project work (3500 words written assignment and 15 minutes presentation)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, workshops, case-studies, discussions, exercises, reflexion rounds

Literature

- Rees, G. and Smith, P.E. (2021) Strategic Human Resource Management: An International Perspective, New York, Sage Publications.
- Blokdyk, G. (2019) Negotiation Strategy – a Complete Guide, 5Starcooks, Stockholm.
- Bailey, C., Mankin, D., Kelliher, C. and Garavan, T. (2018) Strategic Human Resource Management, Oxford, Oxford University Press.
- Cunningham, J.B. (2016) Strategic Human Resource Management in the Public Area, London, Palgrave.
- Scherl, W.G. (2016) Genealogy and Conceptual Foundations of Emotional Intelligence (EI) and Social Intelligence (SI).American Journal of Scientific Research, Vol 18, 2.
- Truss, C., Mankin, D. & Kelliher, C. (2012) Strategic Human Resource Management, Oxford, Oxford University Press.
- Scherl, W.G. (2014) Human Resource Management and Different Concepts of Emotional Intelligence. European Journal of Social Sciences, Vol. 45, 2.
- Scherl, W.G. (2013) The ARM Model to develop Emotion-related Abilities (Ability Emotional Intelligence), in: Zerbe, W., Ashkanasy, A. & Hartel C. (Eds.,) Research on

Emotion in Organizations: Individual Sources, Dynamics, and Expressions of Emotion, Vol. 9; Emerald Publishing, UK. ▪ Thomson, L.L. (2015) The Mind and the Heart of the Negotiator, Boston, Pearson. ▪ Journal Articles recommended in Lecture

Communication and Media Management

Modul Nr. / Module-Code	**TDSM2100**
Modulbezeichnung / Module description	**Communication and Media Management**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Brand Communication and Media ▪ Media Management
Inhalte des Moduls / Syllabus Module	- Defining the Media Industry - The Strategic Context - Strategic Concepts for the Media Industries - Strategic Responses to Technological Change - Realm and analysis of brand preference - Branding strategies and brand protection - Neurology, Learning, Brain Research and Branding - Brands and Communication in Tourism - Target groups and Positioning - Tourism and Media - Web 2.0 Applications as marketer and communication instruments - Brands, Communication, Media and Controlling - Insights into several case studies (e.g. BuzzFeed, The Guardian, Netflix, NY Times, BBC) - Social Media, Media Planing - Evaluating brands, customer behaviour and the usage of modern communications instruments in tourism business - The role of creativity in the media - Culture, Mindset and Strategy: Building a pro-digital-culture - Neurology, Learning and brand building process
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**<u>Knowledge and understanding</u>** Students have a deep understanding of the kinds of questions that media economics seeks to address. They are capable of describing and evaluating the different types of competitive market structures that exist in the media industries. They have the ability to identify and explain some of the key economic characteristics of the media. Students are able to distinguish between strategies of vertical, horizontal and diagonal growth. **<u>Applying knowledge and understanding</u>** Students can define, interpret and value the new challenges posed by the media organizations`

	external environment with a deeper understanding of the particularities of emerging markets. Insights into several case studies enable them to break down issues of the media industry into their parts and of noting how the parts fit together. They are able to explain the principal motivations behind media and cross-media expansion and analyse the practical economic advantages associated with these strategies. They are capable of analyzing, describing and discussing the practical implications for media firms of 'convergence' and of 'globalization'. Students are aware of the specific internal capabilities media organizations need to develop in order to put their ideas and strategies into practice. **Making judgements** They are able to use a series of statements connected logically together, backed by evidence, to reach a conclusion.They are able to decide on the worth of topics by comparing it against an accepted standard of value. They are enabled to evaluate selective communication tools for suitability in given markets. **Communication** Listening actively (taking notes, asking questions, engaging in ideas being communicated). Reading (decoding written words and images). Turn taking (effectively switching from receiving ideas to providing ideas). Students discuss results obtained in class. **Learning skills** Critical thinking, creative thinking, communicating, and collaborating. Evaluating communications instruments for brands and market situations. **Methodology** With selected creative methods students learn how to develop innovative ideas, to assess these independently and to implement them in changing organizational contexts. They have a synoptic view of change and decision-making within media organizations. Students are able to transfer knowledge to new types of Media, to foster problem-solving processes as well as communication strategies.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year

ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (80 hours contact; 70 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000, TDSM1100, TDSM1400, TDSM1500, TDSM1900, TDSM2000 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam 2 hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, case-studies, discussions, exercises, online- researches, presentation of research results

Literature (further literature - actual case studies- during classes)

- Johnson, S. (2007): The strategic role of product management. Pragmatic Marketing
- Kotler, P./ Bowen, J./ Makens, J.C. (2005): Marketing for hospitality and tourism. Prentice-Hall International. 4th ed.
- Lindstrom, M. (2009): Neuromarketing: Kauf mich. In: Wirtschaftswoche, 10.08.2009. http://www.wiwo.de/technologie/neuromarketing-kauf-mich/5566474.html
- Spitzer, M. (2006): Better than thought: Learning, Dopamine and Neuroplasticity. Report for Organisation for Economic Co-operation and Development (OECD), Jan. 2006
- Chan-Olmsted, S. (2006). Competitive Strategy for Media Firms: Strategic and Brand Management in Changing Media Markets. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Deuze, M. (Ed.) (2011). Managing Media Work. Thousand Oaks, CA: Sage Publications.
- Johansson, A., Ellonen, H-K. & Jantunen, A. (2012). Magazine publishers embracing new media: Exploring their capabilities and decision making logic. Journal of Media Business Studies, 9(2), 97-114.
- Küng, L. (2008). Strategic Management in the Media: Theory to Practice. London: Sage.
- Wikström, P. & Ellonen, H-K. (2012). The impact of social media features on print media firm's online business models. Journal of Media Business Studies, 9(3), 63-80.
- Marketing for hospitality and tourism / Philip Kotler; John Bowen; James, latest ed. Upper Saddle River, NJ [u.a.] : Prentice-Hall, 1998

Modul Nr. / Module-Code	**TDSM2200**
Modulbezeichnung / Module description	**Political Economy of Tourism**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	- Concepts, theories and history of political economy - Cultural hegemony

	- Varieties of capitalism and democracy - Neoliberalism as dominant ideology - Contemporary debates and critique of globalization - The European Union in a context of political economy - Power relations in tourism - Growth, inequality, poverty and tourism - Stakeholder involvement and participation in tourism - Alternative political economies in tourism - Case studies of tourist destinations and business models from different world regions
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Students know the history of political economy; are able to define major concepts of political economy and to describe major theoretical constructs of the field. **Applying knowledge and understanding** They are able to synthesize current debates on capitalism, democracy, globalization and dominant/ mainstream ideologies; to identify conflicts of interest; develop an understanding of how these concepts relate to and impact tourism in different world regions. **Making judgements** Critically assess the consequences of political and economic paradigms and other issues of political economy; identify cultural hegemonic mechanisms; evaluate exemplary tourism cases from different parts of the world. **Communication** Express concise insights on complex issues of political economy; point out conflicts of interest between major stakeholders in international tourism. **Learning skills** Identify strengths and flaws of dominant big-picture paradigms; detect conflicts of interest and hidden agendas in complex cases; foster critical thinking skills **Methodology** In-class discussion, question mainstream and alternative assumptions; select appropriate theory or analytical tools to deal with challenges of political economy in changing tourism contexts; problem-solving and case studies in various scenarios of ambiguity.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5

Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1500, TDSM1800 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	None
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, case studies, group work, exercises and discussions
Literature ▪ Biebricher, T. (2019) The Political Theory of Neoliberalism. Stanford University Press. ▪ Bourguignon, F. (2017) The Globalization of Inequality. Reprint ed. Princeton University Press. ▪ McIntosh, M. (2015) Thinking the Twenty-First Century: Ideas for the New Political Economy. Greenleaf. ▪ Milanovic, B. (2019) Capitalism, Alone: The Future of the System That Rules the World. Harvard University Press. ▪ Mosedale, J. (2011) Political Economy of Tourism. Routledge. ▪ Mosedale, J. (2016) Neoliberalism and the Political Economy of Tourism. Ashgate. ▪ Ravenhill, J. (2020) Global Political Economy. 6th ed. Oxford University Press.	

Supply Chain Management

Modul Nr. / Module-Code	**TDSM2300**
Modulbezeichnung / Module description	**Supply Chain in Tourism**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Supply Chain Management ▪ Supply Chain in Tourism
Inhalte des Moduls / Syllabus Module	- Goal of a supply chain - Basic concepts of supply chain, (Cycle and push/pull views of a supply chain) - Achieving strategic fit - Distribution Networks and Network Design - Planning Supply and Demand in a Supply Chain including a tour operator perspective. - Pricing and Revenue Management in a Supply Chain - Information Technology in a Supply Chain - Sustainability and CSR in the field of supply chain management
Lernergebnisse des Moduls /	**Knowledge and understanding**

Qualification objectives and learning objectives	- acquire basic concept of supply chain, while understanding the supply chain performance via Supply chain drivers and metrics. - understand the drivers of supply chain performance - know the role of Distribution in the Supply Chain - understand the special challenges for tourism supply chain management (inventory management, Tourism Supply Chain coordination, two-party-relationship, etc.) - be aware of Certification Systems in the context of supply chain management while considering the specific situation in tourism **Applying knowledge and understanding** - apply supply chain analysis and optimization processes as well as setting up whole supply chains - design a Supply Chain while addressing distribution ways in tourism industry and the uncertainty of tourism demand. - discuss the importance of expanding the scope of strategic fit across the supply chain - explain the Bullwhip Effect and reflect upon its role in the context of digitalization **Making judgements** Identify major challenges in supply chain management from an individual business perspective while considering issues of sustainability and CSR. **Communication** - describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy. - discuss the role of E-Business in the context of supply chain management - outline critical issues in Tourism Supply Chain Management **Learning skills** Familiar with planning Supply and Demand in a Supply Chain including a tour operator perspective, Pricing and Revenue Management in a Supply Chain, Information Technology in a Supply Chain and sustainability and CSR in the field of supply chain management **Methodology** - apply forecasting methods and be able to estimate seasonal factors - be familiar with adaptive forecasting
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5

Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1200, TDSM1300, TDSM1500, TDSM1800 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Lectures, workshops, case-studies, discussions, exercises, reflexion rounds
Literature ▪ Chopra, S.; Meindl, P. (2009): Supply Chain Management: Strategy, Planning and Operation, Prentice Hall ▪ Dwivedi, A.; Butcher, T. (2008): Supply Chain Management and Knowledge Management: Integrating Critical Perspectives in Theory and Practice, Palgrave ▪ Song H. (2012).: Tourism Supply Chain Management, Routledge ▪ Kullapa Soratana et.al (2020) Supply Chain Management of Tourism Towards Sustainability, Springer ▪ Mangan, J., Lalwani C. (2016): Global Logistics and Supply Chain Management, John Wiley & Sons ▪ A collection of research articles/papers in addition to the textbooks.	

Cultural Heritage Management in Tourism

Modul Nr. / Module-Code	**TDSM2400**
Modulbezeichnung / Module description	**Cultural Heritage Management in Tourism**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	- The content of the module combines various fields of studies related to the heritage paradigm; addressing different perspectives on heritage, outlining the broadness of the field as well as different techniques in heritage communication and presentation. - Insights into state of the art trends and strategies in the field of heritage management in tourism. - Approaches to the creation of high-quality tourism products in the field by considering various dimensions such as guiding, storytelling, co-creation, etc.
Lernergebnisse des Moduls /	**Knowledge and understanding**

Qualification objectives and learning objectives	• Identify types of heritage and its interpretation's significance • Understand the meaning of heritage through different perspectives • Define heritage products and the framework in which they are used • Recognize the basics of the interaction between heritage and tourism •Understand the ambiguity of the tourism-sustainability relationship • Understand debates on the process of identity • Identify problems related to the uses of heritage in Europe. • Provide a brief theoretical overview on the role played by the guides in the delivery of touristic experience • Understand the concept of 'co-creation' and its link to the 'experience economy' **Applying knowledge and understanding** • Apply the concept of spatial capital • Apply participatory methodologies to recover local spatial capital and •Become aware of the role and potential of co-creation in tourism • Become aware of the role and potential of co-creation in cultural heritage and creative tourist experiences • Promote local and international networking for tourism development tourism development • Apply the concept of narratives in the context of various tourism sites • Analyse current trends and niche tourism products. • Analyse and highlight guides' importance in the creation and provision of authentic experiences • Propose strategies that promote sensory engagement in cultural heritage, • Explain and give examples of personalisation dimensions **Making judgements** • Identify ways of developing appealing co-creative culture-based tourism opportunities, • Examine the unique problems involved in tourism development in different region related to ongoing changes. • Being able to identify critical issue in developing and managing tourism Networks **Communication** • Highlighting the most challenging and rewarding tasks necessary to take into account while being a guide, • Suggest improvements for touristic experiences at cultural heritage attractions. • Suggest strategies which raise cognitive engagement and create immersive experiences in contexts of cultural heritage **Learning skills**

	• Be able to reflect upon the specific situation of heritage sites regarding given narratives • Viewing perceptions of heritage from a visitor perspective • Evaluate the role of international tourism as an agent of change in a globalised world. **Methodology** • Evaluate some territorial and landscape potentials of a given region • Dealing with change and enhance students' strategic thinking and acting abilities.
Studiensemester / Study semester	Summer semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (64 hours contact; 86 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory Elective
Verwendbarkeit des Moduls / Applicability of module	TDSM1000; TDSM1200; TDSM1300, TDSM1600; TDSM1800; TDSM2300 and likewise relevant for other postgraduate modules within our Business School
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Written exam two hours
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 13% 3 and 4 semester programme: 7%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Seminars, online lecture, discussions
Literature ▪ Staiff, R. et al (2013): Heritage and Tourism: Place, Encounter, Engagement, Routledge ▪ Dallen, T. (2011): Cultural Heritage and Tourism: An Introduction, Channel View ▪ Journal of Heritage Tourism ▪ Journal of Tourism and Cultural Heritage ▪ Journal of Cultural Heritage Management and Sustainable Development	

Internship and Evaluation

Modul Nr. / Module-Code	**TDSM2500**
Modulbezeichnung / Module description	**Internship and Evaluation**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ Internship ▪ Evaluation
Inhalte des Moduls / Syllabus Module	- internship and internship evaluation - internship length - minimum 21 weeks
Lernergebnisse des Moduls /	**Knowledge and understanding**

Qualification objectives and learning objectives	Students internalize knowledge and competencies achieved from their undergraduate and postgraduate studies. They further develop and optimize their qualification within organisations in business and tourism management. **Applying knowledge and understanding** Students familiarize within real life settings – successful organisations – and apply their theoretical knowledge, skills and competencies beneficial for both organisations and students individual development. **Making judgements** Students are provided with opportunities to further develop both their technical and personal qualification. They are enabled to apply their technical skills and competencies within profit and non-profit organisations. They personally develop enormously in their social and emotional intelligence abilities – and their personality – to realize and utilize their potential. **Communication** Students are working together within corporate teams and clients – developing their interpersonal and intrapersonal skills e.g. communication, intercultural sensitivity, reflexion skills, critical thinking, etc. The internship report reflects students overall achievement. **Learning skills** Students general development after their internship may mirrow skills and competencies e.g. effective decision making, time management, result orientation, team orientation, problem solving, etc. **Methodology** Application in daily business, students may work on own projects or within a team.
Studiensemester / Study semester	Winter semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each academic year
ECTS-Credits (based on the workload)	30
Gesamtworkload / Workload and its composition	900 hours (60 hours evaluation; 840 hours internship)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Obligatory
Verwendbarkeit des Moduls / Applicability of module	TDSM1000-TDSM2400, TDSM2600, TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	none
Lehrsprache / Language of teaching	German/English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten /	Experimentelles Arbeiten (not graded) (30 Stunden)

Assessment methods and duration of examination / Prerequisites	
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	4 semester programme: 0%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Field work, reflection, presentation

Scientific Training

Modul Nr. / Module-Code	**TDSM2600**
Modulbezeichnung / Module description	**Scientific Training**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	
Inhalte des Moduls / Syllabus Module	- Key concepts of empirical research - Research Methods process (Research Question, Literature Review, Theoretical approach, research design, methodology) - Brainstorm potential topics and research questions - Identify and present on why the proposed research matters (literature review) - Define a researchable problem - Identify theoretical frameworks for the proposed research - Identify potential methodologies for the proposed research - Create a research plan - Write a thesis proposal
Lernergebnisse des Moduls / Qualification objectives and learning objectives	**Knowledge and understanding** Students have the capability to explore scientific principles and concepts. Students enhance their capacity to plan and develop an empirical research. **Applying knowledge and understanding** Students enhance their capacity to plan and develop an independent research. **Making judgements** Students will learn how to identify a research problem and select adequate research questions. **Communication** Students will develop a written proposal. **Methodology** At the end of this training, the students should be able to develop a research proposal outlining main aspects of the planned Master´s Thesis.
Studiensemester / Study semester	Semester

Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each semester
ECTS-Credits (based on the workload)	5
Gesamtworkload / Workload and its composition	150 hours (32 hours contact, 118 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory
Verwendbarkeit des Moduls / Applicability of module	TDSM2700
Voraussetzungen für Teilnahme / Prerequisites	Students are required to be in their final semester of the TDS Master`s program (that could be 2nd ; 3rd or 4th semester depending on pathway).
Lehrsprache / Language of teaching	English
Art der Prüfung / Voraussetzung für die Vergabe von Leistungspunkten / Assessment methods and duration of examination / Prerequisites	Report (8 pages) (not graded)
Gewichtung der Note in der Gesamtnote / Emphasis for the final grade	2 semester programme: 0% 3 and 4 semester programme: 0%
Lehr- und Lernmethoden des Moduls / Learning methods of the module	self-study, independent research, block teaching
Literature ▪ Altinay, L., Paraskevas A. (2011). Planning research in hospitality and tourism (2nd Ed.). New York: Routledge. ▪ Brotherton B. (2008). Researching Hospitality and Tourism, London: Sage. ▪ Saunders M., Lewis, P., Thornhill, A. (2007). Research Methods for Business Students (4th Ed.). Harlow: Pearson Education. ▪ Veal, A.J. (2011). Research Methods for Leisure & Tourism: A Practical Guide (4th Ed.). Essex: Pearson Education	

Master's Thesis and Colloquium

Modul Nr. / Module-Code	**TDSM2700**
Modulbezeichnung / Module description	**Master's Thesis and Colloquium**
Ggfs. Lehrveranstaltungen des Moduls/ If necessary courses of the module	▪ TDSM2710 Master's Thesis ▪ TDSM2720 Master's Thesis Colloquium
Inhalte des Moduls / Syllabus Module	Bringing together aspects of learning from previous modules as well as using this learning as the basis for planning, conducting and writing up a research-based project.
Lernergebnisse des Moduls /	Students show evidence that – on the basis of theoretical and practical knowledge, skills and

Qualification objectives and learning objectives	competences achieved during their studies – they are able to independently design research. They demonstrate the ability to work scientifically and methodological appropriate to postgraduate levels in tourism, business and management. Also, their work contributes holistically to their personal set of values.
Studiensemester / Study semester	Semester
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Frequency of the offered module	Each semester
ECTS-Credits (based on the workload)	25
Gesamtworkload / Workload and its composition	750 hours (750 hours self-study)
Art des Moduls (Pflicht, Wahl etc.) / Kind of module	Compulsory
Verwendbarkeit des Moduls / Applicability of module	The Master's Thesis Colloquium is open to all students of the university (beside a master thesis with 'Sperrvermerk').
Voraussetzungen für Teilnahme / Prerequisites	In addition to the general admission criteria the master – examination requires that the thesis only can be delivered after the student has acquired the required number of ECTS credit points either in the course or at another German university or has successfully finished a corresponding examination. The mandatory number of ECTS- points is: ▪ 55 ECTS-points for the 4-semester programme ▪ 50 ECTS-points for the 3-semester programme ▪ 20 ECTS-points for the 2-semester programme In addition the precondition for the thesis is the successful participation in the mandatory field trips. All other cases need a written application to the examination board. The mandatory number of ECTS- points for the Master's Thesis Colloquium is: ▪ 118 ECTS-points for the 4-semester programme ▪ 88 ECTS-points for the 3-semester programme ▪ 58 ECTS-points for the 2-semester programme
Lehrsprache / Language of teaching	English
Lehr- und Lernmethoden des Moduls / Learning methods of the module	Counselling, scientific colloquium, self-study, independent research