

Curriculum

for

The Erasmus Mundus Master's Course

in

Tourism
Management

KOLDING

2013

Adopted by Study Board of Design on July 5, 2013
approved by the Dean of the Humanities Faculty on July 5, 2013

Contents

I Provisions for the Erasmus Mundus Master's Course in Tourism Management

A. Aims, competences, requirements, titles	3
B. Course models and outlines of examination	
Course model	6
Outline of examinations	6
C. Particular definitions and examinations requirements	9

II Coming into force and transitional provisions11

III Common provisions for the Humanities Faculty121

IV Descriptions of subject areas for the programme

1st semester: University of Southern Denmark

Sustainable Tourism Development	13
Leisure and Tourism Economics.....	15
Strategic Communication.....	17
Project Management.....	18

2nd semester: University of Ljubljana

Environmental Economics in tourism	21
Environmental Management in Tourism	22
Tourism Policy	23
Tourism and the EU	24
Research Methods in Tourism	25

3rd semester: University of Girona

Partnership and Network Management in Tourism	26
Local Tourism Destination Development and Management	27
Tourism Innovation and New Product Management	28
Contractual Arrangements in the Management of Tourist Products and Destinations	29
Customer Management in Tourism	30
Cultural Tourism in Urban Destinations	31

4th Semester: University of Southern Denmark, University of Ljubljana or Girona University

Thesis	32
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I. Provisions for the Erasmus Mundus Master's Course in Tourism Management

In respect of regulation no. 815 of 29th June 2010 regarding transferred teaching and Erasmus Mundus Master's Courses at the universities, students are offered the Erasmus Mundus Master's Course (EMMC) in Tourism Management.

A. Aims, competences, titles and requirements

§ 1 The aims of the programme

The Erasmus Mundus Master's Course in Tourism Management is a 2-years full-time programme (120 ECTS points) offered by the board of design studies in cooperation with the University of Ljubljana, Slovenia, and Girona University in Spain. It builds upon the skills acquired by students on their BA programme in the areas of business economics, language, culture, communication and tourism. In the Master's Course the students specialise in areas of special relevance to tourism within culture, communication, marketing and management. The course contains equal proportions of humanities and social science subjects, taking account of the fact that students can choose to write their thesis in one of the two areas or combine the two.

The aim of the course is:

- to prepare future professionals to strategically manage and make sustainable and effective decisions in positions of high responsibility in tourism institutions and companies based on an excellent understanding of underlying complexities
- to qualify students to be future researchers in the field of tourism management by giving them a robust methodological and theoretical understanding of the relevant cultural values, disciplines, approaches and paradigms of tourism research.

The course aims to develop the following target skills:

General competence targets:

Masters in Tourism Management must be able to

1. delimit and define a problem in their subject area
2. investigate, analyse and solve problems in their subject area with the aid of relevant theories and methods
3. systematise complex quantities of knowledge and data and to prioritise elements that are essential to a given topic
4. make a critical assessment of the subject's various theories and methods
5. make precise and consistent use of concepts and terminology
6. base their arguments on tenable, academic foundations
7. enter into a qualified professional dialogue
8. have clear focus and consistency in the solution of tasks
9. take a critical stance to sources employed and to provide documentation for them with the aid of references, notes and bibliographies

10. express themselves in a subject-related, precise and correct language – both written and spoken
11. convey complex subject matter in such a way that it is relevant and understandable for a variety of target groups
12. be able to enter into collaborative partnership, including being able to accept criticism of their own work and give constructive criticism to others
13. work in an independent and disciplined manner, with structure and singleness of purpose, and to be able to respect deadlines and formal requirements
14. make use of IT as a tool both to seek information and to make oral and written presentations
15. understand and employ subject-specific texts in English
16. articulate themselves on subject areas in English

Subject-specific target skills:

Knowledge

Based on the highest international research level within the field of tourism management masters in tourism management must

- have an integrated knowledge of the practice and central applied theories and methodologies of tourism management such as: dynamics of tourism development, the principles of sustainable management, environmental issues, the role of cultural diversity and creativity for innovation, the governance of tourism networks, the quality management of customer services
- understand and be able to reflect on the knowledge of the area of tourism management as well as to identify scientific issues within the area

Skills

Masters in Tourism Management can

- master the central theories and methodologies of tourism management as well as the general skills related to work within the area of tourism management
- be able to evaluate and select among the relevant scientific theories, methodologies, tools and general skills within the tourism management area and set up, on a scientific basis, new analysis and solution models
- be able to communicate research based knowledge in English and discuss in English professional and scientific issues within tourism management with both peers and non-specialists.

Competences

Masters in Tourism Management must be able to

- strategically manage and make sustainable and effective decisions in positions of high responsibility in tourism institutions and companies based on an excellent understanding of underlying complexities
- independently initiate and carry out discipline-specific and interdisciplinary collaboration and assume professional responsibility
- independently take responsibility his/her own professional development and specialisation.

§ 2 Requirements

To be admitted the student must have a bachelor's degree in tourism, economics, business administration, geography or another relevant field within the humanities or social sciences.

§ 3 Titles

Once all examinations for this master's degree have been passed, the student has a right to the title Master of Science (MSc) in Tourism Management as well as a joint degree diploma from the partner universities: University of Ljubljana and Girona University.

In addition students who are admitted to the Erasmus Mundus Master's Course in Tourism Management at the University of Southern Denmark and 1) take the oral presentation examination in the course Strategic Communication and 2) write their thesis at this according to the rules described in the present curriculum also has a right to the Danish degree: cand.negot. i International Turisme og Fritidsmanagement (candidatus/candidata negotiandi) (English: Master of Arts (MA) in International Tourism and Leisure Management (candidatus/candidata negotiandi)), in accordance with regulation no 931 of 5th of October 2005 of parallel course models and joint courses.

Students should be aware that if the thesis is written at the University of Southern Denmark, the thesis presentation takes place at the University of Southern Denmark and the supervisor must be a teacher from the University of Southern Denmark.

B Course models and outline of examination

§ 5 Course models

<i>University of Southern Denmark</i>		<i>Conceptualization</i>	30 ECTS
<i>1st semester</i>	Sustainable Tourism Development		7,5 ECTS
	Strategic communication		7,5 ECTS
	Leisure and Tourism Economics		7,5 ECTS
	Project Management		7,5 ECTS
<i>University of Ljubljana</i>		<i>Policy strategies</i>	30 ECTS
<i>2nd semester</i>	Tourism Policy		6 ECTS
	Tourism in the European Union		6 ECTS
	Environmental Economics in Tourism,		6 ECTS
	Environmental Management in Tourism		6 ECTS
	Research Methods in Tourism		6 ECTS
<i>University of Girona</i>		<i>Implementation</i>	30 ECTS
<i>3rd semester</i>	Partnership and Network Management in Tourism		6 ECTS
	Local Destination Development and Management		6 ECTS
	Tourism Innovation and New Product Management		6 ECTS
	Tourism Customer Management		6 ECTS
	Cultural Tourism in Urban Destinations		3 ECTS
	Contractual Arrangements in the Management of Tourist Products		3 ECTS
<i>University of Southern Denmark, University of Ljubljana or University of Girona</i>		<i>Integration</i>	30 ECTS
<i>4th semester</i>	Thesis with summary		30 ECTS
in all			120 ECTS

§ 6 Outline of examinations

Examination

Examinations are conducted in accordance with the regulations that apply to the relevant partner university.

Therefore, the regulations in the Ministerial Order on University Examinations about the number of examinations with an external second examiner, the use of the evaluation approved/not approved and the use of another grading system than the Danish are suspended

in this curriculum (cf § 13, 1 in regulation no. 815 of 29th June 2010 regarding transferred teaching and Erasmus Mundus Master's Courses at the universities).

Regarding the courses and examinations at SDU the Danish rules applies as stated in the Ministerial order no 857 of 1st of July 2010 on Examinations and second examiners at the Universities and the Ministerial order no 250 of 15th of March 2007 on Grading scale and other evaluation at the Universities.

The external examiners for the Danish part of the examinations belong to the Business Economics or Business Languages corps of external examiners.

Subject	exam form	duration	grading	second examiner	ECTS	Departm.
<i>1st semester, University of Southern Denmark</i>						
Sustainable tourism development	home paper		7-gr scale	external	7,5	DERM
Leisure and Tourism Economics	home paper		7-gr scale	external	7,5	DDC
Strategic Communication	home paper oral presentation	15 min.	7-gr scale pass/fail	internal internal	7,5	DERM
Project Management	home paper/ oral	72 hours 20 min.	7-gr scale	internal	7,5	DDC
					30	
<i>2nd semester, University of Ljubljana</i>						
Tourism Policy	Examinations are conducted in accordance with the regulations of University of Ljubljana.				6	
Tourism in the European Union					6	
Environmental Economics in Tourism					6	
Environmental Management in Tourism					6	
Research Methods in Tourism					6	
					30	
<i>3rd semester, Girona University</i>						
Partnership and Network Management in Tourism	Examinations are conducted in accordance with the regulations of Girona University				6	
Local Destination Development and Management					6	
Tourism Innovation and New Product Management					6	
Tourism Customer Management					6	
Cultural Tourism in Urban Destinations					3	
Contractual Arrangements in the Management of Tourist Products					3	
					30	
4th semester, if the thesis is written at The University of Southern Denmark. (If the thesis is written at the University of Ljubljana or the Girona University the rules of these universities apply. See § 3))						
Thesis	home paper	6 months	7-gr scale	external	25	
Summary of Thesis	home paper	6 months	pass/fail	none	5	
					30	

C. Particular definitions and examination requirements for the Danish part of the Erasmus Mundus Master's Course in Tourism Management

§ 7 In the Common Provisions for the Humanities Faculty, cf. paragraph IV of the curriculum, definitions can be found of

- ECTS
- Character count (see also § 16 below)
- Standard pages (see also § 16 below)

Furthermore rules have been laid down about, for example:

- Master's Thesis
- Summaries relating to the postgraduate thesis
- Internal and external tests
- Capabilities in spelling and formulation (see also § 13 below)
- Examination languages (see also § 8 below)
- Rules for the conduct of examinations in the case of illness (see also § 14 below)
- Rules regarding students' active participation
- Rules regarding application for exemptions

E-learn

The study board has in view that E-learn is used as much as possible in the teaching.

§ 8 Language used for teaching, set texts and examinations

The language of teaching and examinations is English.

Examinations

§ 9 Requirements for a pass, weighting of grades and averages

A test is assessed either by giving a grade according to the 7-scale grading system or by a simple pass/fail. A test assessed using the grading system must achieved at least a grade 2 in order to pass. This does not, however, apply to part-exams, cf. Ministerial order regarding grading § 14 and § 15.

A test once passed cannot be retaken.

§ 10 Examination entry

Entry to examinations takes place either by students entering themselves as part of their enrollment for courses or on special exam entry forms. Entry application to other tests or alterations in entries should be made from 20th-30th of October and 20th-30th of March respectively.

§ 11 Syllabus

The syllabus for examinations in a subject applies after the conclusion of the course until such time as another course has been offered in the subject. After this, only the new syllabus will be examined.

§ 12 Proficiency in spelling and linguistic expression

Regardless of the language used, students' proficiency in spelling and linguistic expression will be taken into account in the assessment of the thesis and other written assignments. The ability to handle language, defined as written/oral forms of presentation, must be assessed as passed before the test as a whole can be passed. Poor use of language in these tests can have a negative effect

on the combined overall grade. In the same way effective use of language can have a positive effect on the grade.

§ 13 Examinations postponed due to illness/re-examination

For courses in the quarter-structure examinations are held after each quarter and re-examinations no later than 6 months after the ordinary examinations.

For courses in the semester structure ordinary examinations are held in January (Autumn courses) and June (Spring courses) and re-examinations in February (Autumn courses) and August (Spring courses).

Normally examinations are not held specially to cater for non-attendance due to illness or for re-examination outside the normal examination periods.

§ 14 Complaints

Complaints regarding an examination or the assessment of examination performance should be submitted to the Dean of the Humanities Faculty (in the case of humanities subjects) or the Dean of the Faculty of Social Sciences (in the case of social science subjects) *no more than two weeks after the result has been published.*

The date of publication of results can be seen from the notice regarding examination dates.

Complaints must be in writing and give grounds for the appeal. The appellant should first contact the examiner.

Definitions

§ 15 A standard page

A standard page is a factor used for calculation and comprises 2100 characters of prose or 14 lines of verse. For audio-visual texts, 2 minutes sound or film corresponds to 1 standard page.

§ 16 Submission of home assignments

Home assignments that are to be assessed by a second examiner should be submitted to the secretariat *in three copies.*

Home assignments that are to NOT be assessed by a second examiner should be submitted to the secretariat *in two copies.*

The *number of words* required for home assignments is determined using the standard page (see § 15).

The *submission date* is given under the examination provisions for any given subject. *The time of submission is always during the secretariat's opening hours on the date given.*

In the present curriculum the distinction is made between:

- a. *An open home assignment* – the subject for the assignment is formulated by the students in consultation with their tutor/teacher.
- b. *A set home assignment* – the assignment is set by the teacher.

A set home assignment that is assessed to have failed cannot be resubmitted during the same examination period unless otherwise laid down in the examination provisions for the subject.

§ 17 Contributions from several students at one examination

In the case of several contributors to a written assignment, the individual's contribution must be able to be assessed on its own. The scale of the assignment must be in reasonable proportion to the number of contributors.

No more than *three individuals* can contribute to a *thesis*.

With other examinations a maximum of four people can contribute, unless otherwise stated expressly in the subject's examination provisions.

§ 18 Use of computers in examinations

The *use of computers* as aids in examinations is only permitted where this is expressly stated in the examination provisions for a subject. If the need should arise, reference should be made to *The Humanities Faculties regulations regarding the use of personal computers in examinations*, see the booklet "Provisions and rules" or The Humanities Faculty homepage.

§ 19 Credit transfer

Application for credit transfer on the basis of studies at other universities in Denmark or abroad should be sent to the study board for cand.negot.-studies if the course is part of the course plan at the University of Southern Denmark.

If the course belongs to the part of the programme which is placed at the partner universities, the application should be sent to one of these universities.

II Coming into force

§ 29 Applicability

This curriculum has been developed in relation to government order no. 1389 of 15/12/2012 On the International Courses of the Universities and applies to students matriculating on 1st September 2013 or thereafter.

III Common provisions for the Faculty of Humanities

You are referred to the Humanities Faculty homepage for an updated version:

www.sdu.dk/hum/faellesbestemmelser

Exemptions

In the case of exceptional circumstances the University can grant exemptions from those of the rules of this curriculum that have been decided by the University (cf § 27 in Ministerial order no 666 of 24/6/2012 2012 on Examinations and second examiners at the Universities).

Description of course subjects

Sustainable Tourism Development			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	7,5 ECTS	City:	Kolding
Semester:	1st semester,	Institute:	Dptm. of Design and Communication
Language of instruction:	English	Responsible teacher::	Janne Liburd
Approved:			

a. Duration of the course

4 lessons a week in 1st semester.

b. Aims

Students should be able to demonstrate thorough knowledge and understanding of sustainable tourism development – in relation both to the cultural make-up, implementation and management of the concept and to its theoretical dimension. Students should be able to conduct a comprehensive study of the literature relating to a specified part of the theoretical area, should be able to apply this theory to practical examples and should be able to structure this knowledge in a report that demonstrates their skills primarily on analytical and practical levels.

c. Course content

Taking as a starting point central conceptualisations of sustainable development and its relation to tourism, students acquire an understanding of its theoretical dimension and of its various subsidiary areas. The course will then focus on ethical challenges, on stakeholders and various drivers of sustainable tourism development, including the public sector, on a concern's social responsibility, on multinational companies, NGO's and consumers. Students will acquire an understanding of indicators of sustainable tourism development and of ways to monitor it.

d. Form of teaching and working

Teaching takes the form of lectures, student presentations, discussions and case studies. Significant levels of activity are expected of students in relation to preparation, presentation and discussion both of central concepts and of cases.

e. Syllabus

The syllabus comprises a maximum of 600 standard pages

f. Assessment criteria

With reference to the stipulations of the grading system and taking account of the form of examination and the level in the 1st semester, emphasis is placed on the degree to which the students' performance lives up to the aims and objectives described above. In addition emphasis is placed in the assessment on the degree to which students have mastered the general competences described in § 1, in particular items 1-16.

g. Examination requirements

The course concludes with an open home assignment. The teacher can, however, lay down a thematic framework within which the assignment should be written. The topic of the assignment is chosen by students in consultation with the teacher.

Examination form:	Open individual home assignment
Number of pages:	10-12 standard pages per student.
Multiple participants:	No
Second examiner:	One external
Assessment:	7-grade scale
Weighting:	7,5 ECTS

Leisure- and Tourism Economics			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	7,5 ECTS	City:	Kolding
Semester:	1st semester	Institute:	Dept. of Entrepreneurship and Relation Management
Language of instruction:	English	Responsible teacher::	Tommy Søndergaard Poulsen
Approved:			

a. Duration of the course

4 hours a week in 1st semester.

b. Aims

The course works with a series of methods (see section c), that enables the student to have a detailed view of tourism, leisure and experience economy.

Aims:

1. The student can independently make an investigation with use of the methods presented in the course.
2. The student can independently formulate a relevant problem and make a relevant choice of method.
3. The student can set the results of the investigation into the perspective of an experience economic context.

The course builds on skills gained at the bachelor program, especially microeconomics, macroeconomics, destination management, statistics sand organization and marketing. No specially skills in ICT are required.

c. Subject content

Leisure, tourism and experience economy with focus on the interplay between investigations of agent behaviour on the demand side and business supply and development of products and services.

- Presentation of demand models and forecasting methods for investigation of tourist destination and attraction choices and the role of seasonal element.
- Presentation of culture and experience economic analysis and methods.
- Presentation of regional economic effects of tourism and experience economy.
- Presentation of experience economic approaches to actual themes and problems in tourism.

d. Forms of teaching and working

Lectures, exercises, survey of cases, student presentations.

e. Syllabus

Textbook, technical articles and questionnaire material. In total about 450 pages.

f. Assessment criteria

The exam must test whether all points in the criteria named in para b) points 1-3 have been achieved. With reference to the provisions of the grading system and taking account of the examination form and the level of the graduate degree in the 1st semester, emphasis is also placed on the degree to which the students' performance lives up to the described aims and the degree to which students have a command of the general skills outlined in § 1, in particular nos. 1-16.

g. Examination requirements

Students complete an open home assignment that includes performing the elements listed under point b). The deadline for submission is determined by the teacher.

Examination form:	Open home assignment. The topic is decided in consultation with the teacher. The deadline for submission is determined by the teacher. If there is more than one participant, there must be evident from the assignment and clearly indicated who is responsible for individual parts of the assignment so that individual assessments can be conducted.
Number of pages	about 10 standard pages per student excluding supplementary material.
Multiple participants:	Yes. 2-3 students can contribute
Second examiner:	One external
Assessment:	7-grade scale
Weighting:	7,5 ECTS

Strategic communication (Strategisk kommunikation)		Teaching activity no.:	
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	7,5 ECTS	By:	Kolding
Semester-placering:	1st semester	Institute:	Dptm. of Design and Communication
Language of instruction:	English	Responsible teacher::	Iis Tussyadiah
Approved:			

a. Duration of the course

4 hours a week in 1st semester/. Language of instruction: English.

b. Aims

The student will be able to understand an organisation's strategic communication with external and internal stakeholders.

For the students who should have the Danish cand.negot.-degree:

The student should be able to present his/her examination project orally in a subject-related, precise and correct English.

c. Subject content

The course introduces central organizational and communication theories that offer insight into the characteristics of internationally oriented tourism organizations' communication. Furthermore, communication strategies and implementation hereof in relation to the organizations' stakeholders and alignment with organizational goals are discussed and compared to extant theory.

d. Form of teaching and working

Teaching takes the form of lectures, discussions and discussion papers.

e. Assessment criteria

With reference to the stipulations of the grading system and taking account of the form of the examination and the level in the 1st semester, emphasis is placed on the degree to which the student's performance lives up to description of aims and on the degree to which students master the general competences described in §1.

f. Examination requirements

Examination form: Individual open home assignment
Number of pages: 10-12 standard pages.
Multiple participants: No
Second examiner: One internal
Assessment: 7-grade scale
Weighting: 7.5 ECTS

Project Management (Prosjektledelse)			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	7,5 ECTS	City:	Kolding
Semester:	1st semester	Institute:	Dept. of Entrepreneurship and Relationship Management
Language of instruction:	English	Responsible teacher::	Kent Wickstrøm
Approved:			

a. Duration of the course

3 hours a week in one semester.

b. Aims

The aim of this course is that the student develops an understanding of the most important concepts, theories, and methods within the project management discipline, so that he/she is able to analyse projects and project processes, and by this is able to make valuable contributions to management and leadership. The student develops a generic competence in project management, and cases and examples will be drawn from a wide variety of project types and project environments.

The student must be able to

- Analyze the project conditions and based on this produce a clear and well structured project proposal for a fictive decision maker by applying relevant methods, models, and theories to a nonfamiliar case. The project proposal must contain relevant elements as indicated in “Key areas”.
- Present the project proposal for a fictive decision maker by a power-point supported, oral presentation and produce written material supporting the oral presentation.
- In the presentation, the student must demonstrate that he/she
 - Masters the relevant concepts of the project management discipline by being able to define and use them in a correct way.
 - Is able to underpin the presentation by clearly referring to the written material.
 - Can reflect on the process and performance of the exam team.
 - Can act professionally and confident by making a clear and well structured presentation emphasizing the most important aspects.
 - Can manage time by keeping the presentation within the given time frame.

c. Course content

- The project concept and the project discipline
- Project purpose and goals
- Project mandate/charter and mission breakdown structure
- Structuring the project
- Milestone planning
- Stakeholders, stakeholder analysis and stakeholder management
- Risk and uncertain analysis
- Project detail planning
- Project follow-up
- Quality in the project work

- Organizing the project and staffing
- Project communication
- Teambuilding
- Day to day management of the project team
- Appropriate behaviour related to project work

d. Form of teaching and working

Lectures, case work and plenum discussions in English. E-learning activities on Blackboard. The course is offered in conjunction with subjects on a graduate programme in Environmental and Resource Management, MSc. in Enterprise Development and a graduate programme in Public Health Science.

e. Syllabus

Litterature as for example: Andersen, E. S. (2008), Rethinking Project Management – An Organizational Perspective, Pearson Education, London

f. Assessment criteria

Students' performance is assessed on their ability 1) to apply relevant methods, models and theories to a case, 2) to respond to questions posed at the oral examination, 3) to carry out a professional oral presentation accompanied by written material, and 4) to reflect on their performance in the group.

With reference to the provisions of the grading system and taking account of the examination form and the level of the graduate degree in the 1st semester, emphasis is also placed on the degree to which the students' performance lives up to the described aims and the degree to which students have a command of the general skills outlined in § 1, in particular nos. 1-16.

g. Examination requirements

The examination consists of a 72-hour take-home assignment with multiple participants followed by an individual oral defence.

Home assignment:

Examination form: 72-hour take-home assignment. The assignment consists of a non-familiar case for which the team has to produce a project proposal for a fictive decision maker. In addition to the project proposal, the team has to reflect upon its' team performance. The proposal and team reflection must be delivered as a powerpoint presentation + additional material to support the presentation. Each team produces one presentation which covers the whole case. In the power point presentation, a number of sub parts (3 if the team consists of 3 persons, 4 if 4 persons) must be identifiable. Each sub part must correspond to an oral presentation lasting maximum 10 minutes. Immediately prior to the oral examination the examiners draw lots on who is to present which sub part. After the 10 minutes presentation the examiner examines the student in the subjects covered in the presentation and in the knowledge, that the student has gained about the theories covered by the literature.

Number of pages: -

Multiple participants: Yes, up to four students

Duration: 72 hours

Second examiner: One internal

Assessment: 7-grade scale

Oral Presentation

Examination form:

Immediately prior to the oral examination the examiners draw lots on who is to present which sub part. After the 10 minutes presentation the examiner examines the student in the subjects covered in the presentation and in the knowledge, that the student has gained about the theories covered by the literature.

Duration:

20 minutes including assessment

Preparation:

No

Moderation:

two internal

Assessment:

7 grade scale

Weighting:

7,5 ECTS

Environmental Economics in Tourism			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Ljubljana
Semester:	2nd semester	Institute:	University of Ljubljana
Language of instruction:	English	Responsible teacher:	Dr. Mihalic
Approved:			

AIMS OF THE SUBJECT

The aim of the subject is to present general environmental theories on environmental damage and instruments for its minimisation, based on general environmental theories applied to the tourism field.

The subject will also give an insight in understanding of the tools for developing sustainable tourism.

The target group that can find subject interesting are tourism planners in the tourism industry or public administrators at the national and local levels who deal with tourism development issues. The emphasis of the subject is on economy dimension.

COURSE SYLLABUS

- Introduction
- Tourism
- Tourism impacts
- Impacts on economic environment: natural, cultural and social environments
- Environmental theories on the existence and prevention of environmental damage
- Environmental policy in tourism
- Instruments of environmental policy and their application to tourism:
- Administrative, fiscal and market instruments
- Monitoring of environmental impacts and indicators
- Applicability of environmental policy
- Case studies

COURSE COMPETENCES

Students will be able to explain general environmental theories on environmental damage and to adopt sustainable tourism development principles into a state/regional/destination tourism strategy and policy ability to solve environment-related business problems by selecting and implementing different environmental policy instruments.

EXAMINATION REQUIREMENTS

The examination form follows the rules of the University of Ljubljana.

Environmental Management in Tourism			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Ljubljana
Semester:	2nd semester	Institute:	University of Ljubljana
Language of instruction:	English	Responsible teacher:	Dr. Mihalic
Approved:			

AIMS OF THE SUBJECT

The aim of the subject is to introduce the research problem and basic concepts of the ecological management in tourism. The subject is providing the starting-points on the environmental management concepts. Further the subject is introducing the use of ecological management concepts in the companies operating in the tourism industry. The most of the attention is dedicated to the product concept or ecological management issues from the view point of the companies operating in the tourism industry and not from the destination viewpoint.

COURSE SYLLABUS

1. Introduction
2. Management of environmental management in tourism. Models: green and grey
3. Categories of environmental management in tourism
4. Implementation of environmental management in tourism firms
5. Case studies:
 - 6.1. Global code of conduct
 - 6.2. Lao Code of Conduct
 - 6.3. Green Globe
 - 6.4. EU eco logo for accommodation
 - 6.5. Green Key
 - 6.6. Blue Flag

COURSE COMPETENCES

Students will be able to explain the meaning and assess the importance of the environmental (and sustainable) management operations in the tourism industry; and to apply environmental management tools within a company corporate strategy as a response to environmental challenges, such as climate change, new environmental legislation or standards, new environmental market trends etc

EXAMINATION REQUIEREMENTS

The examination form follows the rules of the University of Ljubljana.

Tourism Policy			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Ljubljana
Semester:	2nd semester	Institute:	University of Ljubljana
Language of instruction:	English	Responsible teacher:	Pirjevec Mihalic
Approved:			

AIMS OF THE SUBJECT

This module aims at revising and upgrading knowledge in the field of tourism from under graduate study level; getting familiar with the concept and illustrations of tourism policy; developing instruments of tourism policy; developing capabilities for shaping and practical employ tourism policy instruments on the cases from practice; and qualifying students to use theoretical knowledge on practical examples.

COURSE SYLLABUS

1. Introduction
2. Tourism policy
 - Definition
 - Tourism development and tourism impacts
 - Reasons for tourism policy (economic, cultural, social environmental, political)
 - Different tourism policies (employment, environmental policy, competitiveness, regional development; national, regional and destination tourism policies)
 - Instruments
 - Case studies on tourism development and tourism policy
3. The role of the state
4. Tourism, globalisation, liberalisation and deregulation
5. The role of international, national and regional tourism organisations
6. Tourism and tourism policy in EU
7. Strategy of tourism development and instruments of tourism policy – case studies on national and EU level.

COURSE COMPETENCES

Students will be able to distinguish different tourism policies and instruments on international, national, regional and local level and to apply tourism policy instruments in practice for the development of destinations . They will also get know EU policy in the field of sustainable tourism.

EXAMINATION REQUIREMENTS

The examination form follows the rules of the University of Ljubljana.

Tourism in the European Union			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Ljubljana
Semester:	2nd semester	Institute:	University of Ljubljana
Language of instruction:	English	Responsible teacher:	Dr. Mihalic
Approved:			

AIMS OF THE SUBJECT

The aim of the subject is to introduce the meaning of tourism in the EU; tourism for the viewpoint of EU institutions; information sources in the field of tourism in the EU; programs in the field of tourism, which are performed or stimulated by the EU; policies that are accelerating tourism development in the EU; and cooperation between Slovenia and EU in the field of tourism.

COURSE SYLLABUS

1. Introduction
2. The importance of tourism in EU
3. Position of tourism in the organizational structure of EU
4. Competences of EU in the field of tourism
5. Directives-solutions of EU in the field of tourism
6. Programme priorities and activities in tourism
7. Information sources in the field of tourism
8. Tourism policy in the EU
9. Activities of Slovenia in the field of tourism in EU.

COURSE COMPETENCES

Students will be able to describe the position and importance of tourism policies in the EU and to analyse and evaluate EU actions for more competitive and sustainable European tourism. Students will be able to analyse and evaluate EU actions for more sustainable European tourism. He/she will be able to use different EU information sources in the field of tourism.

EXAMINATION REQUIREMENTS

The examination form follows the rules of the University of Ljubljana.

Research Methods in Tourism			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Ljubljana
Semester:	2nd semester	Institute:	University of Ljubljana
Language of instruction:	English	Responsible teacher:	Bregar; Ograjensek
Approved:			

AIMS OF THE SUBJECT

The aim of the subject is to expand the knowledge and teach student how to research the problem in the field of tourism, how to find suitable data set, which program packages are the best tools for data analysis and how to use those program packages. The students will upgrade the knowledge on statistical methods used in tourism and application of those methods. The focus will be on topics that are important and significant for analysis of the tourism and tourist organizations and which will enable »modern (up to date)« approach to the analysed research topic: availability to the new data sources, new methodological approaches, new program packages etc.

COURSE SYLLABUS

1. Introduction (purpose, role and scope of tourism statistics; relations of tourism statistics with other fields of statistics; common features and distinctions).
2. Basic concepts and observation units (in measurement of tourist consumption, tourist supply, resources in tourism).
3. Classifications (general and specific).
4. National accounts (role, relevance for tourism statistics, framework for tourism satellite accounts etc.).
5. Data collection for tourism statistics. National and external data sources.
6. Running statistical analysis in tourism. Self –production (setting objectives, selecting methods, indicators and tools, errors and interpretation of results; presentation). External production (evaluating offer and outcome).

COURSE COMPETENCES

The students will be able to ability to identify and analyse specific problems in the field of tourism and to use appropriate statistical methods to solve them

EXAMINATION REQUIREMENTS

The examination form follows the rules of the University of Ljubljana.

Partnerships and Network Management in Tourism			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Girona
Semester:	3rd semester	Institute:	Girona University
Language of instruction:	English	Responsible teacher:	Dr. Jaume Guia
Approved:			

AIMS OF THE SUBJECT

The competitive advantage of tourism companies depends on the satisfaction of the tourist with the overall experience of his or her journey. The complexity of the tourist experience – accommodation, food, learning, well-being, climate, transport, security, etc. etc.– makes the control of the quality of the experience by any individual business unattainable. The high interdependence among all the relevant actors in a local tourist destination makes close cooperation between them a fundamental element of the competitive strategy of any of them. Consequently, in this course we analyze the conceptual models, the instruments and the mechanisms available to the product and/or destination members and managers to implement an effective strategy of co-operation at the level of tourism products and local destinations.

COURSE SYLLABUS

1. Clusters, networks and competitiveness in tourism
3. Network management: complex problems, uncertainties and mechanisms
3. Social Network Analysis
4. Using SNA to identify points of influence in tourism networks and to assess teams, associations and relational networks in tourism

COURSE COMPETENCES

The students will be able to ability to identify and analyse specific problems in the field of tourism and to use appropriate statistical methods to solve them

EXAMINATION REQUIREMENTS

The examination form follows the rules of Girona University.

Local Tourism Destination Development and Management		Teaching activity no.:	
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Girona
Semester:	3rd semester	Institute:	Girona University
Language of instruction:	English	Responsible teacher:	Dr. Esther Martínez and Dr. Lluís Mundet
Approved:			

AIMS OF THE SUBJECT

There are two parts. The first one deals with the financing of tourism, basically through taxes, and the economic arguments for and effects from the public sector intervention in tourism. In the second part, the interrelation between territory and local government policies (related to tourism) are studied.

Tourist destinations are managed to a great extent at local level. Bearing in mind that local councils are very important potential employers of Master's Students, these sessions also aim at presenting a series of examples of tourism management in a variety of destinations, both coastal and inland, at city level and county level. In addition to this, these sessions will also deal with the most common techniques councils use to promote and regenerate tourism.

COURSE SYLLABUS

FIRST PART

1. Introduction
2. Tax incidence
3. Taxes in the tourist sector: the case of a municipal tourist tax
4. Local taxes and Higher government grants to municipalities
5. The financing problems of tourist municipalities

SECOND PART.

1. Tourism and local development: definition
2. Regeneration strategies for mature tourist resorts: la Costa Brava and Medes Islands.
4. Challenges for the local administrations: financing, too many agents, overlapping of policies, relationship between the building and the tourism sector.
5. Destination planning case studies

COURSE COMPETENCES

The students will be able to ability to identify and analyse specific problems in the field of Students will be able to critically analyse, assess and apply destination development and management tools in a variety of settings including financial instruments: ability to understand the role of taxes as mechanisms of financing tourism and to comprehend the interactions between the tourism activity and taxation policies

EXAMINATION REQUIREMENTS

The examination form follows the rules of Girona University.

Tourism Innovation and New Product Management		Teaching activity no.:	
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Girona
Semester:	3rd semester	Institute:	Girona University
Language of instruction:	English	Responsible teacher:	Dr. Lluís Prats
Approved:			

AIMS OF THE SUBJECT

The competitiveness of tourism organizations has been significantly improved by technical innovations in areas like transport and IT. Nevertheless, the intensity and scope of the innovations vary in the different sectors of the tourism industry. Thus, very large firms in hospitality, transport and tour-operation have been developing new products and processes as part of their ongoing competitive strategy. However, SMEs innovative capacity in the tourism industry has remained low, probably because of their lack of R&D personnel and activity. The innovation capacity of small tourism firms depends, to a great extent, on the networking activity among them, and between them, the local administration and the universities; and on the Governmental policy on innovation and tourism. Consequently, the aim of this module is to explain the available techniques for creativity, entrepreneurship and innovation management and their potential application to the different activities carried out by all types of tourist organizations and entrepreneurs.

COURSE SYLLABUS

Section 1:

Understanding the fundamentals: Definitions and key success factors in innovation; Types of innovation and parameters to consider; The Entrepreneur and the Origin of Companies

Section 2:

Innovation Management; Systematic approach to innovation; Analysing the initial situation; Identifying and prioritising innovations; Defining innovations; Financing innovations; Implementing innovations; Gathering and sharing knowledge; Organisations with innovation capability

Section 3:

Entrepreneurship and innovation: opportunities for SMEs: Trends in creating new tourism products; Special Interest Tourism (SIT) and alternative tourism; Dynamic packaging or product customisation.

COURSE COMPETENCES

Students will be able to manage innovation processes in complex settings like tourism destinations. They will also be able to create, manage and effectively commercialise new tourism products addressed to different segments of the market. Students will also be able to analyse and diagnose the obstacles to the implementation of innovation strategies in tourism and to effectively design mechanisms to solve these problems.

EXAMINATION REQUIREMENTS

The examination form follows the rules of Girona University.

Contractual Arrangements in the Management of Tourist Products			Teaching activity no.:
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	3 ECTS	City:	Girona
Semester:	3rd semester	Institute:	Girona University
Language of instruction:	English	Responsible teacher:	Dr. Josep Maria Bech
Approved:			

AIMS OF THE SUBJECT

The aim of this subject is to present to the students the main legal aspects most used in travel, transport and hotel services as well as the available regulating instruments that support an effective management of tourism activities. Managing tourist products and information to be provided to the consumer require having a certain extent of knowledge of Contract Law. Consumer rights cannot be to not known when designing tourist products. Contract can have an effect on service quality. Unlike face to face situations, consumer protection is not the same in the case of distance contracts concluded online. An approach to new technologies from a legal point of view is also necessary. European Contract Law has been brought to the boil over the last few years. Many aspects have an enormous impact on the management of tourist products and this subject seeks to provide an appropriate knowledge of them.

COURSE SYLLABUS

1. Introduction
2. Package Travel
3. Separate Tourist Services: general requirements; transport; accommodation; intermediation of Separate Tourist Services and Consulting; other services
4. General requirements applicable both to package travels and separate tourist services.

COURSE COMPETENCES

Students will be able to understand the regulative framework of tourism business agreements and contracts; to critically evaluate available contractual arrangements and to assess their implications both for customers and suppliers; to draft contractual arrangements to deal with most types of tourism business transactions and relationships; and to analyse particular cases and adapt any tourist product to a legal framework according to their own interests.

EXAMINATION REQUIREMENTS

The examination form follows the rules of Girona University.

Tourism Customer Management		Teaching activity no.:	
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	6 ECTS	City:	Girona
Semester:	3rd semester	Institute:	Girona University
Language of instruction:	English	Responsible teacher:	Dr. Martí Casadesús
Approved:			

AIMS OF THE SUBJECT

This course introduces students to several Customer Satisfaction standards that are being increasingly used worldwide, including many associated tools, techniques and systems. The course is divided in the three main subjects: Part 1 discusses the relationship between customer satisfaction and quality management, and part 2 addresses practical issues related to QM-CS standards, their implementation and integration. Then, in the last part, the course focuses in the management of tourism customers at the stage of information gathering and buying decision-making.

COURSE SYLLABUS

1. Quality Management & Customer satisfaction Basics: Customer Satisfaction; Quality principles; Measuring customer satisfaction; Basic tools for improving quality; Quality costing; Quality Assurance
2. Customer Satisfaction Standards: ISO and Quality Management Standards; The ISO 9001:2000 and improving customer satisfaction; Implementation of Customer; Satisfaction standards and their integration; ISO 10001: Code of conduct; ISO 10002: Handling complaints; ISO 10004: Measuring customer satisfaction;
3. Promotional strategies for the tourism products
4. Customer-Supplier interaction at the stage of buying decision-making.

COURSE COMPETENCES

Students will be able to assess customer all sorts of management tools and to implement them in practice. Emphasis will be put on IT-based tools.

EXAMINATION REQUIREMENTS

The examination form follows the rules of Girona University.

Cultural Tourism in Urban Destinations		Teaching activity no.:	
Study:	Erasmus Mundus Master's Course in Tourism Management		
ECTS:	3 ECTS	City:	Girona
Semester:	3rd semester	Institute:	Girona University
Language of instruction:	English	Responsible teacher:	Dr. Martí Casadesús
Approved:			

AIMS OF THE SUBJECT

The aim of the course is to provide the student with knowledge of the instruments to effectively manage a cultural tourism urban area. The course will also introduce the student to the main models of tourism in urban spaces and stimulate the critical sense of the student for the evaluation of tourism management in urban areas.

COURSE SYLLABUS

1. Introduction. Concepts and models.
2. Tourism demand in cultural cities
3. Tourism management in urban areas:
 - 3.1 Great metropolis
 - 3.2 Monumental cities
 - 3.3 Cities without tourists
4. Management tools for urban areas
 - 4.1 City planning
 - 4.2 The great and emblematic projects
 - 4.3 Ephemeral projects
 - 4.4 The MICE
 - 4.5 The theme spaces
5. Management program of an urban area.
4. Customer-Supplier interaction at the stage of buying decision-making.

COURSE COMPETENCES

Students will be able to explain assess and apply alternative strategies for the development and management of cultural tourism in urban settings. They will also learn how to analyse and diagnose the needs a urban area has for tourism development, and to plan for an urban area in accordance with the diagnose made and the needs it has.

EXAMINATION REQUIREMENTS

The examination form follows the rules of Girona University.

Thesis (Speciale)		Teaching activity no.:	
Study:	Cand.negot. in international tourism and leisure management/xxxxx		
ECTS:	Thesis: 30 ECTS of which 5 ECTS are constituted by the summary	City:	Kolding
Semesterg:	4th semester	Institute:	University of Southern Denmark
Language of instruction:	English	Responsible teacher::	-
Approved:			

a. Extent of the thesis

Work on the thesis is conducted under individual supervision from a teacher in one of the subjects of the Master's programme.

Weighting: 30 ECTS, of which 5 ECTS are constituted by the English summary.

b. Aims

Students should demonstrate the ability to isolate and solve a problem by independently and critically employing the methods and theories introduced during the Master's programme on a topic of economic, social, cultural and/or linguistic relevance to the aim of the programme.

In the English summary of the thesis students should show the ability to give a clear and ordered presentation of the content of the dissertation in language that is without significant deviations in its grammar, idiom, vocabulary and orthography.

c. Subject content

Work on the thesis is conducted under individual supervision from a teacher from one of the two main areas or possibly a teacher from each of these areas. The topic of the thesis is formulated by the student and must relate to the tourism area. The topic is approved by a supervisor for the Thesis, who is appointed by the board of studies.

Procedures

Students must hand in an **application for a supervisor** to the cand.negot.-secretariat (form is available at the secretariat and the cand.negot.-homepage). When the supervisor is assigned, the student contacts the supervisor and fill in a **Thesis Contract and a Supervision Plan** (forms are available at the secretariat and the cand.negot.-homepage),, both signed by both the supervisor and the student. The Thesis Contract should contain the provisional title as well as a deadline for the submission of a project description. The student submits these documents to the secretariat.

The student must submit the thesis to the secretariat no later than 6 months after the date of the Thesis Contract.

d. Examination requirements

Examination form: Graduate thesis (open home assignment). Should be written in English.

Number of pages: 60-100 standard pages per student. In the case of a group thesis, the contribution of the individual student must be assessed

individually, and the length of the total thesis should be in reasonable proportion to the number of participants.
Multiple participants: possible – max. 3 participants.
Second examiner: external
Assessment: 7-grade scale
The ability of students to spell and express themselves must be assessed as passed for the thesis as a whole to be passed. Poor use of language can have a negative effect on the overall grade, and good use of language can have a positive effect.
The result of the assessment will be published no later than 2 months after the submission of the thesis. The month of July does not count.

Weighting: 25 ECTS

In addition students must complete a **summary in English**, which is submitted in two copies at the same time as but separate from the thesis.

Examination form: summary of thesis in English (open home assignment)
Number of pages: about 5 standard pages per student.
Multiple participants: possible – max. 3 participants.
Moderator: none
Assessment: passed/failed. The thesis is not passed until the summary has been passed. Assessment of the summary should be completed at the same time as that of the thesis at the latest.
Weighting: 5 ECTS

The dissertation cannot be assessed before all other subjects of the programme have been completed.

The supervisor and the second examiner must make a statement about the level and contents of the thesis.