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Harz University of Applied Sciences

Tourism and Destination Management (M.A.)
Courses taught in English in the summer semester

according to study regulations from 13 May 2020

Harz University of Applied Sciences

Faculty of Business Studies

as of 23 November 2021
subject to alterations

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Case Studies	
Unit Number	178
Frequency	Summer Semester
Course Language	English
Contact Hours per Week, Teaching / Learning Method	2 Depending on the focus of the lecturers, the teaching and learning forms are individually designed.
Content	In this course, case studies of companies and/or destinations will be edited regarding various questions. Students should, alone or in small teams, deal with current developments and future trends in the tourism industry (e.g. perspectives for tourism in the 21st century, future forms of tourism). The course contents vary from year to year, since the unit is to be held mainly by guest lecturers (from abroad) or lecturers of the Harz university of applied science.
Literature	– Journal of Tourism Futures – UNWTO: Tourism Highlights (current year) Depending on the focus of the lecturers, literature recommendations are given at the beginning of the semester.
Qualification Target	Under the guidance of a lecturer, the participants should prove that they are capable of working independently, appropriately and solution-oriented on a given problem in a given time and of developing their own ideas. The students should bring in their previously acquired professional, methodological, communication and personal skills into the case study work and apply them in a linking way. The units provide competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at the master level. This applies in particular to the following areas: – Knowledge and understanding – Use, application and generation of knowledge – Communication and cooperation – Scientific self-image / professionalism
Conditions for Participation	None
Exam / Study Achievements and Grading	The concrete type of examination is determined and announced by the examiners at the beginning of each semester. The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.

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Case Studies

Workload The workload for this unit is as follows:
 	
    – Attendance time in courses: 28 h
    – Pre- and postprocessing: 15 h
    – Self-study times: 0 h
    – Exam preparation and examination: 7 h
    – Preparation of student research projects and dissertations: 25 h
    – Other study-related activities: 0 h

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Destination Strategies	
Unit Number	158
Frequency	Summer Semester
Course Language	English
Contact Hours per Week, Teaching / Learning Method	2 Seminaristic lecture
Content	– Mediation of methods for the recognition of current market developments, e.g. scenario technique, trend scouting, monitoring – Critical examination of the strategic plan of a destination (visions, mission statements and goals) and its analysis using various methods such as SWOT analysis or portfolio analysis – Strategy selection and strategic positioning of destinations by evaluating relevant business areas in the competitive environment (competitive strength vs. market attractiveness/market share vs. market growth), for example by applying the portfolio method – Methods of strategic planning (e.g. growth strategy vs. diversification and innovation) are discussed and processes of evaluating the strategic plan are considered – Critical examination of aspects of strategy implementation, -execution and -control
Literature	– Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regnér, P. (2017). *Exploring strategy: Text & cases* (3rd edition). Harlow: Pearson. – Bieger, T., Beritelli, P. (2013). *Management von Destinationen* (8th edition). München: Oldenbourg Verlag. – Tribe, J. (2016). *Strategy for Tourism*. Oxford: Goodfellow Publishers Limited.
Qualification Target	The students learn all important aspects and the complexity of the strategic process of a destination and are able to critically assess destination strategies. The students should be able to use forms of market observation systematically in order to recognize market developments prematurely. Above all, the students can carry out a strategic positioning of a destination. Current issues such as the necessity of sustainable destination development and the changing organisational structures of those responsible for destinations are also assessed. Based on the theoretical foundations of the course, the students are able to develop and design a strategy plan along the entire strategy process themselves. Here it is important to combine theoretical knowledge with creative and practical applications, to stimulate critical thinking and to communicate it. The unit imparts by that competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at master level. This concerns in particular the following areas:

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Destination Strategies	
	− Knowledge and understanding − Use, application and generation of knowledge − Communication and cooperation − Scientific self-image / professionalism
Conditions for Participation	General fundamentals of the tourism industry
Exam / Study Achievements and Grading	According to the study regulations, credit points for the corresponding module can be awarded for this unit on the basis of the following examinations/study achievements: − Term paper − Presentation − Written examination 90 minutes The concrete type of examination is determined and announced by the examiners at the beginning of each semester. The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.
Workload	The workload for this unit is as follows: − Attendance time in courses: 28 h − Pre- and postprocessing: 4 h − Self-study times: 6 h − Exam preparation and examination: 0 h − Preparation of seminar papers and dissertations: 37 h − Other study-related activities: 0 h

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	Etudes de cas
Unit Number	179
Frequency	Summer Semester
Course Language	French
Contact Hours per Week, Teaching / Learning Method	2 Exercise/Project
Content	France was the world's most popular tourist destination in 2019 with 90.2 million international guest accommodations, including 12 million from Germany. In this event a concept will be developed to make a region of France more attractive for the German target group. 1. Group: SWOT analysis of the region Presentation of the region as a destination 2. Group: Analysis of competition with other regions worldwide Focus "Culture, gastronomy and oenology" 3. Marketing strategy to brand the region Channels and pricing policy / target group definition 4. Communication and public relations methods for writing press releases, newsletters, etc. There is the possibility to get to know the region through an excursion and to exchange ideas with local tourism industry professionals.
Literature	– Dreyfus-Signoles, C. (2002). *L'espace touristique.* Editions Bréal. – Durrieu, M. (2017). *Tourisme, La France n°1 mondial*. Cherche Midi, Paris. – Umfrage in Deutschland zu Urlaub in Frankreich bis 2019, Veröffentlicht von V. Pawlik. – *Urlaubsland Frankreich*. Statista 2019. Dossier 2019. – Wagner, D., Mair, M., Stöckl, A.F., Dreyer, A. (Hrsg.) (2017). *Kulinarischer Tourismus und Weintourismus.* Kongress 2015. Wiesbaden: Springer Gabler.
Qualification Target	Students strengthen and expand their knowledge of French for tourism and business. The students apply their language skills and the deepening of their professional vocabulary on the basis of concrete tourist investigations. In groups they design a concept for marketing a destination. In this way, they combine their expertise in the tourism industry with aspects of French culture and language, and thereby implement intercultural working methods. Communication takes place not only within the university, but also with experts from France. In addition, scientific solutions for specific fields are to be explained and critically reflected on the basis of specialist literature.

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	Etudes de cas
	Finally, students will autonomously present relevant solutions and increase their chances of an international career by mastering a second foreign language.
	The unit imparts by that competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at master level.
	This concerns in particular the following areas:
	− Knowledge and understanding − Use, application and generation of knowledge − Communication and cooperation − Scientific self-image / professionalism
Conditions for Participation	French level A2 / B1
Exam / Study Achievements and Grading	The concrete type of examination is determined and announced by the examiners at the beginning of each semester.
	The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.
Workload	The workload for this unit is as follows:
	− Attendance time in courses: 28 h − Pre- and postprocessing: 12 h − Self-study times: 15 h − Exam preparation and examination: 0 h − Preparation of seminar papers and dissertations: 12 h − Other study-related activities: 8 h

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Evidence-based Change Management	
Unit Number	183
Frequency	Summer Semester
Course Language	English
Contact Hours per Week, Teaching / Learning Method	2 − 1 Seminaristic lecture − 1 Exercise/Project
Content	− Modern approaches and models of change management (e.g. Kotter, McKinsey, Lewin, ADKAR, etc.), methods of evidence-based management (EBM) and their possible areas of application − Phases and roles within the change process − Analysis of the target state (benefits realization) and necessary resources − Preparation of the business case, selection of suitable strategies, measurement and evaluation of the results to be achieved − Identification and handling of resistance and barriers (stakeholder analysis, personal preferences, role and influence of culture and leadership) − System theoretical foundations and typical causes for the failure of change processes − Communicate change effectively and promote it in a targeted manner − Group work, case studies and role plays with T&D reference, practical tools
Literature	− Burke, W. Warner (2002). *Organization change: Theory and practice*. California: Sage Publications. − Burnes, B., Jackson, P. (2011). *Success and failure in organizational change: An exploration of the role of values.* Journal of Change Management. 11(2), 133–162. − Hiatt, J. M. (2006). *ADKAR: A model for change in business, government and our community.* [Awareness desire knowledge ability reinforcement]. Loveland, Colo: Prosci Learning Center. − Hiatt, J., Creasey, T. J. (2012). *Change management: The people side of change.* − Kotter, J. P. (2012). *Leading change.* Boston (Massachusetts): Harvard Business Review Press. − Kotter, J. P., Rathgeber, H. (2006). *Our iceberg is melting: Changing and succeeding under any conditions.* New York: St. Martin's Press. − Schein, E. H., Schein, P. (2017). *Organizational culture and leadership.* New Jersey: Wiley.
Qualification Target	Graduates: − recognise the necessity of change management in organisational practice − get to know modern methods and tools of change management − capture, structure and design organisational change projects completely and using professional methods

Evidence-based Change Management
- understand the roles of the involved internal and external stake-holders, and the value of communication and motivation in implementing change management initiatives   - consider the influence of different management styles and organisational cultures   - are able to propose appropriate measures in dealing with potential resistance and barriers   - have an understanding of the essential characteristics of evidence-based work in change management and can apply them independently   The unit imparts by that competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at master level. This concerns in particular the following areas: - Knowledge and understanding   - Use, application and generation of knowledge   - Communication and cooperation   - Scientific self-image / professionalism

Conditions for Participation	Basic knowledge in: - Leadership and management theory - Organizational development and communication management - At least English level B1 (Common European Framework of Reference for Languages)
Exam / Study Achievements and Grading	The concrete type of examination is determined and announced by the examiners at the beginning of each semester. The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.
Workload	The workload for this unit is as follows: - Attendance time in courses: 28 h - Pre- and postprocessing: 8 h - Self-study times: 12 h - Exam preparation and examination: 12 h - Preparation of seminar papers and dissertations: 12 h - Other study-related activities: 3 h

Geodata for Tourism	
Unit Number	186
Frequency	Summer Semester
Course Language	English
Contact Hours per Week, Teaching / Learning Method	2 − 1 Seminaristic lecture − 1 Exercise/Project
Content	Fundamentals: − Projection problem, ellipsoid models and geo reference systems − Characteristics of geo-objects − Data management with relational and object-relational − Databases (introductory only) − Vector and raster data − Methods of data analysis − Analysis and visualization of touristically interesting objects (2D, 3D) − Desktop and Internet applications in tourism (incl. QGIS, Google Earth/Maps, OpenStreetMap etc., with exercises) − Web-GIS − Mobile apps in tourism − Project examples − Scientific projects in the subject area
Literature	− Bill, R. *Grundlagen der Geoinformationssysteme*. Wichmann-Verlag. − De Lange, N. *Geoinformatik in Theorie und Praxis*. Springer-Verlag. − Groß, S., Dreyer, A. *GPS im Tourismus, Grundlagen - Einsatzbereiche - Produktentwicklung*. Schriftenreihe Dienstleistungsmanagement Tourismus - Sport - Kultur. − Longley, P.A., Goodchild, M.F., Maguire, D.J., Rhind, D.W. *Geographic Information Systems and Science*. Wiley & Sons. − Pundt, H. Vorlesungsunterlagen (intern, via Stud_IP). − Schulz, A. et al. *eTourismus: Prozesse und Systeme*. Informationsmanagement im Tourismus. de Gruyter-Verlag.
Qualification Target	The students know and understand the problems of cartographic mapping of the earth's surface. They know the geometric, topological, thematic and dynamic properties of geo-objects and know how the associated information is archived and evaluated in a geo database. The students have dealt with the relational management of raster and vector data. They are familiar with selected methods of geodata analysis and geodata visualization (2D, 3D), which are important for tourism applications. They know the basics and possibilities of Internet-based geo-services and learn about exemplary services, including mobile, GPS-supported apps, in tourism.

Geodata for Tourism	
	The unit imparts by that competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at master level. This concerns in particular the following areas: − Knowledge and understanding − Use, application and generation of knowledge − Communication and cooperation − Scientific self-image / professionalism
Conditions for Participation	None
Exam / Study Achievements and Grading	The concrete type of examination is determined and announced by the examiners at the beginning of each semester. The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.
Workload	The workload for this unit is as follows: − Attendance time in courses: 28 h − Pre- and postprocessing: 14 h − Self-study times: 16 h − Exam preparation and examination: 17 h − Preparation of seminar papers and dissertations: 0 h − Other study-related activities: 0 h

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Professional English II	
Unit Number	190
Frequency	Summer Semester
Course Language	English
Contact Hours per Week, Teaching / Learning Method	2 Exercise/Project
Content	– Linguistic forms typical of professional life in the field of – Destination management – Project Management, selected current topics in Destination Management – Scientific texts and their editing, presentation and critical discussion
Literature	– Dummet, P., Hughes, J., Stephenson, H. *Life Upper-Intermediate and Advanced*. – Strutt, P. *English for International Tourism*. – Tourism-related texts from daily newspapers, magazines, reference books and trade journals.
Qualification Target	The aim at the end of the semester is to reach the midfield of level B2 (Common European Framework of Reference for Languages) in professional life. The students are able to carry out research with English-language texts in a methodically correct way and to record scientific texts in English. Students can independently work on a project in the foreign language and present their results in writing and in the form of a presentation or poster session. In particular, students can use appropriate wording for negotiations and adapt them to current needs. They are able to develop promotional material for destinations in English and explain it to stakeholders. The unit imparts by that competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at master level. This concerns in particular the following areas: – Knowledge and understanding – Use, application and generation of knowledge – Communication and cooperation – Scientific self-image / professionalism
Conditions for Participation	English level B2 (Common European Framework of Reference for Languages)
Exam / Study Achievements and Grading	According to the study regulations, credit points for the corresponding module can be awarded for this unit on the basis of the following examinations/study achievements: – Term paper

Professional English II
– Presentation – Written examination 90 minutes – Oral examination The concrete type of examination is determined and announced by the examiners at the beginning of each semester. The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.

| Workload | The workload for this unit is as follows:

– Attendance time in courses: 28 h
– Pre- and postprocessing: 6 h
– Self-study times: 2 h
– Exam preparation and examination: 9 h
– Preparation of seminar papers and dissertations: 30 h
– Other study-related activities: 0 h |

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Quantitative and Qualitative Methods	
Unit Number	187
Frequency	Summer Semester
Course Language	English
Contact Hours per Week, Teaching / Learning Method	2 − 1 Seminaristic lecture − 1 Exercise/Project
Content	The part "Quantitative Methods" deals with the formulation of statistical hypothesis tests and the analysis of the linear model. Scientifically founded methods are presented, with the help of which the statistical significance of test results is model-theoretically represented. The models used are critically evaluated and discussed on the basis of application-related case studies. Course contents are: − Fundamentals of probability theory − Introduction to the formulation of statistical hypothesis tests − Basic features of the linear regression model − Dependencies and causalities: quantitative methods in practice In the part "Qualitative Methods" the students get an overview of the interpretative-reconstructive research approach of empirical social research and the methods of data collection and evaluation used for this purpose. Course contents are: − Theoretical foundations of the interpretative-reconstructive paradigm of empirical social research − Data sources of qualitative research − Methods of data collection (e.g. narrative interviews, focus group interview, observation). − Methods of data analysis (e.g. qualitative content analysis) − Technical tools and methodological approaches for data collection, processing and analysis (e.g. transcription methods, software for transcription and qualitative data evaluation) − Quality criteria of qualitative research
Literature	− Auer, B. R., Rottmann, H. (2020). *Statistik und Ökonometrie für Wirtschaftswissenschaftler* (4th. Edition). Berlin: Springer. − Bukve, Oddbjørn (2019). *Designing Social Science Research.* Cham: Springer International Publishing. Imprint: Palgrave Macmillan. − Fahrmeier, L., Heumann, C., Künstler, R., Pigeot, I., Tutz, G. (2016). *Statistik* (8th Edition). Berlin: Springer. − Flick, Uwe, Kardorff, Ernst von, Steinke, Ines (Hrsg.) (2019). *Qualitative Forschung. Ein Handbuch* (13th. Edition). Reinbek bei Hamburg: Rowohlt Taschenbuch Verlag. (Rororo, Rowohlts Enzyklopädie)

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Quantitative and Qualitative Methods	
	Mayring, Philipp (2016). *Einführung in die qualitative Sozialfor-schung. Eine Anleitung zu qualitativem Denken* (6th., revised Edition). Weinheim, Basel: Beltz.
Qualification Target	The students formulate statistical working hypotheses, can select the appropriate models for hypothesis tests, adapt them to the current situation and apply them independently. They are able to critically discuss quantitative dependencies and causalities and to identify adequate solutions.
	The students understand the approach of empirical reconstructive, qualitative social research as well as its quality criteria. They will be able to select data sources to work on a question, to apply a method of qualitative data collection themselves and to transcribe data they have collected themselves. The students know technical tools for data collection, analysis and evaluation.
	The unit imparts by that competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at master level. This concerns in particular the following areas:
	− Knowledge and understanding − Use, application and generation of knowledge − Communication and cooperation − Scientific self-image / professionalism
Conditions for Participation	− Statistics − Theoretical foundations and methods of qualitative-reconstructive social research
Exam / Study Achievements and Grading	The concrete type of examination is determined and announced by the examiners at the beginning of each semester.
	The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.
Workload	The workload for this unit is as follows:
	− Attendance time in courses: 28 h − Pre- and postprocessing: 14 h − Self-study times: 7 h − Exam preparation and examination: 6 h − Preparation of seminar papers and dissertations: 0 h − Other study-related activities: 20 h

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	Sustainable Tourism and Quality of Life
Unit Number	177
Frequency	Summer Semester
Course Language	English
Contact Hours per Week, Teaching / Learning Method	2 Seminaristic lecture
Content	As a complex, branched sector, tourism has a considerable influence on the living conditions of the local population and workers as well as their environment and culture.
	Students gain a comprehensive insight into the tourism system, in particular the significance, objectives, actors and control instruments of tourism policy. Understanding of the system-oriented approach to sustainable tourism development will be developed as a guiding principle for an integrative policy strategy as well as for the joint task of "Improving Regional Structural Policy". Particular emphasis is placed on sustainable tourism development and its importance for regional quality of life (including opportunities for the local population/businesses to participate). Possibilities for the implementation of sustainable tourism development are examined in particular with regard to current issues such as over tourism, social consumption or global citizenship.
	Tourism is analysed as a sociological phenomenon in order to determine the influence of social conditions and the social effects. Sociological approaches to tourism (e.g. roles, power, values, identity and lifestyle) are examined.
	Students should be able to know, understand, analyse and discuss different points of view in the thematic priority areas of "tourism policy", "sustainable tourism development" and "quality of life".
Literature	Scientific publications from peer-reviewed journals are a regular part of teaching.
	Benckendorff, P., Edwards, D., Jurowski, C., Liburd, J.J., Miller, G., Moscardo, G. (2009). *Exploring the future of tourism and quality of life. Tourism and Hospitality Research*. 9:171-183.
	Byrd, E. T. (2007). *Stakeholders in sustainable tourism development and their roles: applying stakeholder theory to sustainable tourism development*. Tourism Review. 62: 6-13.
	Carmichael, B. A. (2006). *Linking quality tourism experiences, residents' quality of life, and quality experiences for tourists*. In: Jennings, G., Nickerson, N. P. (ed.). *Quality Tourism Experiences.* pp 115-135. Burlington, MA: Elsevier.
	Cummins, R. A. (2005). *Moving from a quality of life concept to a theory*. Journal of Intellectual Disability Research. 49: 699-706.
	Diener, E. (2000). *Subjective Wellbeing: The Science of Happiness and a Proposal for a National Index*. American Psychologist. 55: 34-43.

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	Eckersley, R. (1998). *Perspectives of Progress: Economic Growth, Quality of Life and Ecological Sustainability.* In: Eckersley, R. (ed.). *Progress: Is Life Getting Better?* pp. 3-34. Collingwood: CSIRO Publishing.
	Hagerty, M. R., Cummins, R. A., Ferriss, A. L., Land, K., Michalos, A. C., Peterson, M., Sharpe, A., Sirgy J., Vogel, J. (2001). *Quality of Life indexes for national policy: Review and agenda for research.* Social Indicators Research. 55: 1-96.
	International Wellbeing Group (2006). *Personal Wellbeing Index.* Melbourne: Australian Centre on Quality of Life. Deakin University.
	Mason, P. (2003). *Tourism impacts, planning and management.* Oxford: Butterworth-Heinemann.
	Musikanski, L., Phillips, R., Bradbury, J., de Graaf, J., Bliss, C. L. (2020). *Happiness, Well-being and Sustainability: A Course in Systems Change.* Routledge.
	Noll, H. H. (2002). *Towards a European system of social indicators: theoretical framework and system architecture. Social Indicators Research.* 58: 47-87.
	Rojas, M. (2009). *Quality of Life: A Framework for Assessing the Progress of Societies.* Measuring the Progress of Societies. May. 12-14.
	Sirgy, M., Michalos, A., Ferriss, A., Easterlin, R., Patrick, D., Pavot, W. (2006). *The Quality-of-Life (QOL) Research Movement: Past, Present, and Future. Social Indicators Research.* 76: 343-466.
	Spangenberg, J. H. (2002). *Environmental space and the prism of sustainability: frameworks for indicators measuring sustainable development. Ecological Indicators.* 2(3): 295-309.
	Vemuri, A. W., Costanza, R. (2006). *The role of human, social, built, and natural capital in explaining life satisfaction at the country level: Toward a National Well-Being Index (NWI). Ecological Economics.* 58: 119-133.
Qualification Target	The participants understand the interrelationships in the tourism system and are able to identify and assess control instruments. They are capable of differentiating and reconstructing the systemic approach of sustainable tourism development.
	The students are able to combine technical and methodological competencies in the research field of quality of life and to combine them in the field of tourism development and policy strategy.
	Students can critically read and evaluate scientific publications and apply research methods and empirical procedures themselves.
	The unit imparts by that competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at master level. This concerns in particular the following areas:
	− Knowledge and understanding − Use, application and generation of knowledge − Communication and cooperation − Scientific self-image / professionalism

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Sustainable Tourism and Quality of Life	
Conditions for Participation	English level B2 (Common European Framework of Reference for Languages)
Exam / Study Achievements and Grading	The concrete type of examination is determined and announced by the examiners at the beginning of each semester.
	The examination performances are evaluated according to the regulations of the examination regulations for the master courses of the department of economics at the Harz University of Applied Sciences.
Workload	The workload for this unit is as follows:
	− Attendance time in courses: 28 h − Pre- and postprocessing: 12 h − Self-study times: 8 h − Exam preparation and examination: 0 h − Preparation of seminar papers and dissertations: 27 h − Other study-related activities: 0 h