

# Course Catalogue

## Bachelor

## International Tourism Studies (BA)

## Business Administration for Students of Tourism Management

<b>Content</b>	This course consists of the following units: <ul style="list-style-type: none"><li>- Introduction to Business Administration</li><li>- Organisation</li><li>- Personnel Management in Tourism</li></ul>
<b>ECTS credit points</b>	7

### Unit 1: Introduction to Business Administration

**Competence** Students will get to know the framework and the basic principles of Business Administration and will understand challenges and difficulties of economic activities.

**Contents of this unit:**

- History and principles of Business Administration
- Overview of basic functions and operations of Business Administration
- Normative, strategic and operative management
- Simple strategic methods of analysis
- Competitive advantages and business models
- Functions, industry sectors and processes

### Unit 2: Organisation

**Competence** This unit will enable students to specify basic questions of operational organisation, differentiate between basic aspects of organisational design and follow basic elements of the management of organisational processes. Students will be able to identify the theoretical foundation of organisational design and understand the structure and procedure of organisational decision processes.

**Contents of this unit:**

- Introduction and conceptual basics
- The organisational problem: division of labour and coordination
- Structures of organisations: structural organisation
- Organisational design in practise
- Processes in organisations: process organisation
- Development of organisational theory
- Organisations as decision systems
- Rationality and irrationality in decision processes
- Decision behaviour of organisations
- Recent (structural) development of organisation
- Network organisation and virtual organisation
- Organisational change and transformation

### Unit 3: Personnel Management in Tourism

**Competence** Students acquire basic knowledge of all activity fields of personnel work, particularly regarding special challenges of personnel work in the tourism industry (high fluctuation, uncommon working hours, relatively low payment etc.). They know historical developments and theoretical approaches that can help with the description, explanation and design of personnel work in the individual work areas. They know individual working tools and instruments that can be used in daily work life.

**Contents of this unit:**

- General information, social and economic aspects
- Historical development and approaches
- Players of personnel work
- Structural and process organisation of personnel management
- Overview of individual activity fields: personnel planning, personnel recruitment, personnel deployment, personnel management, personnel remuneration, personnel development, personnel exemption, personal administration

### Fundamentals of Tourism

**Content** This course consists of the following units:

- Introduction to Tourism Management 1
- Tourism Geography
- International Tourism

**ECTS credit points** 7

### Unit 1: Introduction to Tourism Management 1

**Competence** Students get to know the market situation in the tourism industry (travel agency and tour operator) and the market of transport carriers (especially airlines) and learn to evaluate it. Structures, developments and current trends of supply and demand, including the trends of e-tourism, in these sub-markets become transparent. Moreover, students recognise the economic determinants of the tourist value-added chain and are able to present basic business transactions of tour operators, travel agencies and transport carriers.

**Contents of this unit:**

- Presentation of the current market situation in the tourism industry
- Presentation of essential touristic core processes
- (Business transactions of) tour operators and travel agencies
- Presentation of the current market situation of transport carriers (especially airlines)
- Engagement with business transactions of airlines, railway and bus companies

## Unit 2: Tourism Geography

**Competence**

Students recognise tourism as a complex social and economic phenomenon. They have basic geographic knowledge, are aware of a complex comprehension of space and are familiar with economic, socio-cultural and ecological aspects that characterise tourism as a system.

**Contents of this unit:**

- Geography and subsections of geography
- Cultural and economic areas of the earth
- Climate and landscape zones
- Types of settlement, landforms
- Selected tourism areas: e.g. Alps, Mediterranean Sea, Canary Islands, North America, South Africa, Asia (China, Japan), Australia and New Zealand
- Future developments and challenges in tourism: e.g. safety and security, climate change, demographic change

## Unit 3: International Tourism

**Competence**

This unit familiarises students with the different forms of international tourism. They understand touristic developments, on a global scale and broken down by regions and countries, as well as the significance of tourism as an economic factor and a labour market factor. Key points like tourism policy, planning and development are illustrated through practical case studies. Impacts of current economic and socio-political developments on international tourism are analysed.

**Contents of this unit:**

- International tourism as a form of appearance
- Historical developments
- Effects, structures and developments on a global scale and according to regions

- Different theories on travel behaviour and tourism development
- Sustainable tourism development
- Structures and developments of European tourism and the role of the European Union
- Position of Germany in international tourism
- Functioning and responsibilities of international tourism organisations
- Case studies

## Financial Accounting

### Competence

Students know the most important legal provisions in connection to financial accounting. They understand the context and content of account books, inventory and annual accounts and are able to present them. Moreover, they possess specialised skills of the accounting technique for basic transactions. Students are familiar with the concept of double-entry accounting and can apply this concept to complex accounting cases individually. Additionally, they are able to carry out exercises in preparation for the annual financial statement, establish annual accounts and evaluate the respective results.

### Contents of this course:

- Legal basics of financial accounting
- Inventory taking, inventory and balance sheet
- Basics of the accounting technique (transactions affecting net income and not affecting net income)
- Booking of basic and complex transactions (e.g. movement of goods, personnel expenditure)
- Method to establish annual accounts and necessary preparatory work (e.g. depreciation, accruals)

### ECTS credit points

5

## Business Law

### Competence

Students get a problem-oriented access to basic questions of civil law and commercial law. They are proficient in the technique of subsumption, can apply it and are able to solve simple civil cases individually. They are able to transfer their knowledge to unknown situations and unknown legal regulations. Students are able to work out the legal core problem of complex cases. Moreover,

they are aware of the particularities connected to legal transactions with merchants and consumers.

**Contents of this course:**

- Overview of the legal system
- Subsumption technique
- Private autonomy and freedom of contract
- General part of the German Civil Code (conclusion of contract, capacity to contract, representation, limitation)
- Law of obligation (default, contract types, terms and conditions, contractual obligations)
- Regulations on consumer protection in the German Civil Code (doorstep selling, distance selling)
- Fundamentals of the Commercial Code (merchant as a term, commercial register, company)
- Overview of the property law

**ECTS credit points**        5

## Statistics and Computer Applications

**Content**                                This course consists of the following units:

- Spreadsheet Processing
- Statistics

**ECTS credit points**                7.5

### Unit 1: Spreadsheet Processing

**Competence**                                Students obtain transferrable knowledge about the functioning of spreadsheet processing. They recognise typical programme structures and can derive the respective command structure. Students know about the input of data, the layout of spreadsheets and automation possibilities for the input of data. They are able to execute calculations, formulas and functions and can show their results and data using i.a. diagrams.

**Contents of this unit:**

- Introduction to Microsoft Excel, input and formatting
- Formulas with absolute and relative references
- Statistic functions (SUM, AVERAGE, MIN, MAX, COUNT)
- Functions for conditional calculation (IF, AND, OR, NOT)

- Matrix functions (VLOOKUP, INDEX, MATCH)
- Nested functions
- Diagram development and design
- Development of forms and form controls

## Unit 2: Statistics

**Competence** Students know the basics of statistics as well as fundamental mathematic-statistical methods. Against the background of a complex problem in the field of business administration and economics, they are able to choose the appropriate method individually, develop a solution and interpret the results.

**Contents of this unit:**

- Scale levels of variables
- Descriptive statistics
- Measures of central tendency, measures of dispersion, measures of shape
- Bivariate frequency distribution
- Correlation analysis of variables
- Probability calculation
- Variates and their distributions
- Statistical testing methods
- Testing of difference hypotheses

## Business Mathematics

**Competence** Students know the basics and methods of business mathematics. Based on a complex problem in the fields of business administration and economics they are able to choose the appropriate method individually and develop a solution.

**Contents of this course:**

- Repetition of fundamental basics
- Solving of equation and inequations
- Systems of linear equations and matrices
- Linear optimisation
- Sequences, series, limit
- Differential calculus for functions with one or more variables

**ECTS credit points** 5

## Principles of Economics

**Competence** Students can assess the fundamental importance of economics within business studies. They are aware of the difference between micro- and macroeconomics and have an overview of basic microeconomic models. They are able to analyse microeconomic problems using simple verbal, analytical and graphic models. They are proficient in economic thinking. They recognise the advantages and disadvantages of collaborative specialisation and the functioning of markets. They know the requirements for an efficient function of the price mechanism. They are proficient in the handling of the market diagram as the most important instrument of economic analysis and are able to assess politico-economic actions in their basic effects on individual markets.

**Contents of this course:**

- Key questions of economics
- Supply and demand on competitive markets
- Elasticities
- Theory of consumer choice (demand decisions)
- Theory of the firm (supply decisions)
- Market failure, state intervention
- Monopoly

**ECTS credit points** 6

## Cost Accounting

**Competence** Students are proficient in the methods and procedures on how to carry out cost and revenue accounting. They are able to connect revenue accounting, activity accounting, calculation of stock and cost accounting individually and are able to ensure that they are coordinated. Students can apply methods to calculate imputed costs in a practice-oriented way and are proficient in options to develop up-to-date cost-type accounting. They are able to execute and evaluate cost centre and cost unit accounting as well as price calculation individually. Moreover, they have extensive and practice-oriented knowledge on how to evaluate and process cost and revenue information and are able to transfer it to goal-oriented contribution margin and operating profit accounting.



**Contents of this course:**

- Basics of cost accounting
- Essential values and terms of cost accounting
- Activity and revenue accounting
- Cost-type accounting
- Cost centre accounting
- Cost unit accounting (per time unit and per item)
- Short-term operating profit accounting (based on full costs and direct costs)

**ECTS credit points**      5

## Expertise in Tourism Management

**Content**                      This course consists of the following units:

- eTourism
- Introduction to Tourism Management 2

**ECTS credit points**      5

### Unit 1: eTourism

**Competence**                      After completing this unit, students are able to classify the significance of electronically supported business processes in tourism, especially which strategic competitive advantages they result in.

**Contents of this unit:**

- Introduction to E-Tourism
- Use of internet during the travel process
- Significance of the website as a factor of success
- Different online marketing channels
- Crucial criteria for internet bookings

### Unit 2: Introduction to Tourism Management 2

**Competence**                      Students recognise structures and developments of the touristic sub-market hotel industry and of tourist destinations. They are able to draw conclusions concerning the management of hotel operations in specific sub-areas as well as the management of tourist destinations.

**Contents of this unit:**

Introduction to hotel management

1. Integration of the hotel industry into the tourism industry
2. Structural characteristics of the hotel industry
3. The hotel and its services
4. Demand- and supply-based developments of the hotel market

Introduction to destination management

1. Integration of destination management into the tourism industry
2. Basics, definitions, terms, systems
3. Quality initiatives in tourism
4. Head organisations for destination management

## Fundamentals of Marketing Communication

**Content**

This course consists of the following units:

- Introduction to Tourism Marketing
- Scientific Methods
- Research Paper

**ECTS credit points**

5

### Unit 1: Introduction to Tourism Marketing

**Competence**

Students are able to develop a marketing conception individually using the instruments of marketing and can implement the conception into operative steps.

**Contents of this unit:**

- Significance of marketing for modern corporate management
- Consumer claims and particularities of the tourism industry
- Marketing management and marketing mix
- Particularities of services marketing
- Brand policy and market segmentation

### Unit 2: Scientific Methods

**Competence**

Students master scientific work in theory. They learn to apply different scientific methods. They are able to research scientific literature, read it critically and evaluate it from a scientific point of view. Additionally, procedures

for upcoming activities regarding the practical semester and the bachelor thesis are planned according to content and timeframe (milestone concept).

This unit helps students to get to know and practise technical and rhetoric means as they are used in a scientific presentation. Formal criteria and types of scientific papers as well as criteria of consistent content design are taught.

**Contents of this unit:**

- Rules for writing scientific papers
- Scientific key terms (definition, thesis, hypothesis, method)
- Scientific methods (in particular research methods, survey methods, analytical methods and selected evaluation methods)
- Goals of science, positions in terms of scientific theory, knowledge system
- Scientific presentations using adequate technical and rhetorical means
- Preparation of content-consistent presentations
- Basics of presentations for future presentations at university and at work

**Unit 3: Research Paper**

**Competence**

Students master scientific work in practice. They learn to apply different scientific methods. They prove their skills by writing a comprehensible and scientifically substantiated paper. They are able to research scientific literature, read it critically and evaluate it from a scientific point of view.

This unit helps students to get to know and practise technical and rhetoric means as they are used in a scientific presentation. Formal criteria and types of scientific papers as well as criteria of consistent content design are taught.

**Contents of this unit:**

- Writing skills
- Scientific key terms (definition, thesis, hypothesis, method)
- Scientific methods (in particular research methods, survey methods, analytical methods and selected evaluation methods)
- Goals of science, positions in terms of scientific theory, knowledge system

- Internalisation of research process (e.g. research design, levels of scientific cognitive process)
- Important literature sources (e.g. official sources, electronic database, research platforms, journals, monographs and anthologies)
- Important aspects of scientific papers (i.a. scientific quality criteria, structure, citation, writing, layout)
- Tourism studies/research (i.a. paradigm, development process of own academic disciplines)

## Foreign Language for Tourism I

**Competence** Students are to attain level B1 (upper end of scale) in all four language skills in specialised contexts for work-related situations.

**Contents of this unit:**

- Job applications
- Tour operators (negotiations)
- Marketing in tourism (7 P's, market segmentation)
- Event management

**ECTS credit points** 5

## Business Finance

**Competence** Students get an overview of the methods and instruments to meet the capital requirements of companies through self-financing and debt financing. They know the difference between self-financing and debt financing as well as between internal and external financing. They become familiar with the heterogeneous instruments of corporate financing and are able to evaluate, choose and apply them individually.  
Students can compare investments of different useful lives and investment costs with the help of present value and terminal value methods, assess them with regard to their informative value and choose an appropriate investment alternative.

**Contents of this course:**

- Instruments of external and internal self-financing and debt financing
- Equity procurement in stock companies
- Rate fixing (opening price) of shares
- Problems connected to an increase of share capital in stock companies

- Traditional and modern financing rules
- Effective interest rate of short- and long-term external financing
- Possibilities and types of financing from revenues and other forms of money detachment
- Lohmann-Ruchti Effect (addition to capacity and capacity detachment)
- Net present value method, annuity method, internal rate of return method, real interest rate, future value method, debit interest method
- Investment programme decisions

**ECTS credit points**      5

### Foreign Language for Tourism II

**Competence**                      Students are to attain level B2 in all four language skills for work-related situations.

**Contents of this unit:**

- Hotel industry
- Cruise ship management
- Tourism industry (transport)
- Current and therefore changing scientific article of the tourism industry

**ECTS credit points**      5

### General Conditions for Corporate Management in Tourism

**Content**                              This course consists of the following units:

- Exploitation of Touristic Target Markets
- Management Control
- Law in Tourism

**ECTS credit points**      7,5

### Unit 1: Exploitation of Touristic Target Markets

**Competence**                      The unit is examining the functioning of tourism markets, possible market failures in these markets and the possibilities of influencing the correction of market failures. On the other hand, fundamental knowledge of how international interdependence works is examined.

**Contents of this unit:**

- functioning of tourism markets
- possible market failures in these markets
- possibilities of influencing the correction of market failures
- Fundamentals of international market interdependences

## Unit 2: Management Control

**Competence**

Students have knowledge and skills on how to apply up-to-date and practice-oriented controlling instruments. They are able to set up qualified profit and loss statements and performance analyses as well as process-oriented calculations and analyses appropriately and individually. They are able to make profound service program decisions and determine price limits appropriately and individually. They are able to set up and evaluate budgets as well as present ratios and ratio systems appropriately and individually. Extensive exercises provide them with the skills to draw conclusions for the evaluation of the company and derive corresponding operative and strategic methods that match the objective.

**Contents of this unit:**

- Subject and conception of management control
- Basics of operative and strategic management control
- Application of selected instruments of management control: process cost calculation, contribution margin accounting, process-oriented contribution margin accounting, budgeting and variance analysis, target costing, ratios and ratio systems, performance measurement

## Unit 3: Law in Tourism

**Competence**

Students know the relevant tourism-related provisions (especially of the travel contract law) and can apply them to practical cases.

**Contents of this unit:**

- Travel contract law
- Content and formation of the travel contract
- Liability for defects during travel
- Damage compensation
- Deadlines
- Limitation

- Contract of carriage
- Contract for accommodation
- Private international law of tourism law
- References to European law

## Project Work

<b>Content</b>	This course consists of the following units: <ul style="list-style-type: none"><li>- Project</li><li>- Project Week</li></ul>
<b>ECTS credit points</b>	5

### Unit 1: Project

**Competence** Students are able to identify and define projects of the business environment individually and develop a justified strategy for the positioning of the project in connection to corporate philosophy. Students know how to deal with complex exercises in the framework of modern project management successfully. Moreover, they can form project teams in a meaningful way and lead them or identify and deploy the most suitable person for project management.

**Contents of this unit:**

Students apply acquired skills and methods to a real-life project. The professor supervises the project during planning, organisation, implementation and monitoring.

### Unit 2: Project Week

**Competence** During project week students deal with special topics related to their studies in a practice-oriented way apart from their pre-structured curriculums.

**Contents of this unit:**

Projects can be chosen from the total offer of the department business studies. They range from company visits and symposia to participation in concrete projects. Contents of teaching therefore depend on the individual project and vary from year to year.

## Foreign Language for Tourism III

**Content** This course consists of the following units:

- Foreign Language
- Intercultural Competence

**ECTS credit points** 5

### Unit 1: Foreign Language

**Competence** Students are to attain level B2 (upper end of scale) in all four language skills for work-related or rather academic situations.

**Contents of this unit:**

- Key terms of international tourism
- Trends and developments in tourism
- The touristic distribution system
- Travel agencies

### Unit 2: Intercultural Competence

**Competence** Students recognise culture as a complex social construct, which shapes identity, behaviour and beliefs. They are aware of intercultural differences and can assess them in a context-related way.

**Contents of this unit:**

- Cultural Models (e.g. Hofstede, Minkov, GLOBE, Schwartz)
- Typical sources and consequences of cultural characterisation and their effects on intercultural management and own behaviour

## Study Achievements at International Partner Universities

**Competence** Students will study for a full year at one of our selected international partner university. Depending on the partnering institution, students will acquire different competencies in the fields of tourism management, economics, business administration and cultural management.

**Contents of the courses:**

- Depending on the offer of the partner university

**ECTS credit points** 60



## Bachelor's Degree

**Competence** This module is meant to help students use their learned knowledge and abilities accordingly in their work life. Further, students learn to work on a given problem scientifically and on their own, in a given time frame. As last point they practice discussing and defending their work in front of a professional audience.

**Contents of this course:**

- Bachelor Internship
- Bachelor Thesis
- Colloquium

**ECTS credit points** 30

### Unit 1: Bachelor Internship

**Competence** First part of the Bachelor exam. The internship must be done in a company related to tourism or hospitality. Therefore, the taught content varies due to the chosen internship.

**ECTS credit points** 17

### Unit 2: Bachelor Thesis

**Competence** The Bachelor Thesis functions as final report about the Bachelor Internship. The topic is chosen by the first tutor, the amount of work being about 30-40 pages. Students matriculated before the winter semester 2006/2007 have 12 weeks of time to work on the essay, while all others have 8 weeks.

**ECTS credit points** 12

### Unit 3: Colloquium

**Competence** The Colloquium is the last part of the Bachelor exam and the last exam of the studies. It is public and consists of a presentation of the fundamental theses and contents from the Bachelor essay, which have been worked out by the student. After the presentation the student has to defend the theses and contents from the essay. The Colloquium should run for 30-45 minutes. A duration of 30 minutes must not be underrun.

**ECTS credit points** 1

## Compulsory Business Orientation: International Tourism Management

**Competence** This module delivers information about the core aspects and players in international tourism. Students understand the processes in tourism in an international context and receive the conditions to work in international management. Further, students learn about the social and ecological challenges in international tourism and how the future of the tourism industry can be ensured through sustainable tourism. This module is held completely in English.

**Contents of this course:**

- International Sustainable Tourism
- International Expansion of Tourism Enterprises
- Case Studies in International Tourism
- Social Responsibility in Tourism

**ECTS credit points** 10

### Unit 1: International Sustainable Tourism

**Competence** In this course, students first get a general introduction into sustainable tourism management. In the context of sustainable hotel management, they then get to know about waste management, water management, energy management, food management and sustainability certificates. Further, students learn about sustainability in the fields of tour operation, cruise ship operation and airline operation. In the end, they get information about climate change, carbon compensation, animal protection and welfare.

### Unit 2: International Expansion of Tourism Enterprises

**Competence** In this course, students learn about corporate strategy, strategic planning and corporate portfolio management. Further, they learn about competitive advantages (with strategic field analysis and tourism value chain). Students also get information about expansion strategies and the legal scope of action, organic growth, mergers and acquisitions.

### Unit 3: Cases in International Tourism

<b>Competence</b>	The basic content of this course is globalization in tourism, developments in international tourism markets and development perspectives of international tourism. Further, students learn about different aspects of business management in international tourism through chosen case studies (such as strategic positioning, organizational development, marketing strategies, service- design, cooperation- and ownership strategies, crisis management, ethics and business responsibility).
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### Unit 4: Social Responsibility in Tourism

<b>Competence</b>	The first part of this course is an introduction to social sustainable tourism. Further, this course gives an overview of human rights, children rights and Indigenous in tourism. Students also learn about poverty reduction, supply chain management, tourism organizations, sustainable destinations, sustainable excursions in destinations and volunteer tourism.
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### Business Orientation: Tour Operator and Travel Agency Management

<b>Competence</b>	This module is meant to deliver knowledge about the current market situation, trends and challenges of tourism in Germany. The focus of this module lies in showing the business processes of tour operators and travel agents, together with the challenges coming from changing business models (such as virtual tour operators and online travel agents) and new distribution channels.
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**Contents of this course:**

- Tour Operator Management 1
- Travel Agent Management
- Business Processes and Current Trends in Tourism
- Sales and Distribution Management of Touristic Service Providers

<b>ECTS credit points</b>	10
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### Unit 1: Tour Operator Management 1

<b>Competence</b>	This course passes on basic knowledge of the tour operating business and teaches students different
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business models. Furthermore, it shows the management of the core processes of tourism, with a focus on marketing strategies, product development, demand presentation, calculation, distribution, tour execution and yield management. Students get in touch with chosen problems in quality management and trends in the tour operator and tourism market.

## Unit 2: Travel Agent Management

**Competence** This course delivers an overview of the tour agent market. It deals with current trends on the market and analyses different types of travel agents. Students get to compare the two business models stationary and online travel agency. Also, the management in a travel agency is explained, such as process optimizing, staff management, marketing and finances.

## Unit 3: Business Processes and Current Trends in Tourism

**Competence** This course is the follow-up to Tour Operator Management 1. Here, the tour operator market in Germany is displayed, along with the integrated tourism enterprise and management of the tourism value added chain. Students learn about the system of dynamic packaging and get to know examples of tourism crisis management, social media and CRM.

## Unit 4: Sales and Distribution Management of Touristic Service Providers

**Competence** In this course, a general introduction into distribution channels in tourism is given. After that, students get in touch with strategic thoughts in distribution. Multi-channel distribution of chosen providers in tourism on the basis of current examples are explained. At last, current topics in tourism distribution are analysed, such as alternative distribution channels, price-comparison systems, evaluation portals, Google, meta-search-engines, mobile internet, social media and sustainability.

## Business Orientation: Hospitality Management

**Competence** Students know characteristics of demand and supply and understand structures and developments of the hotel market. They also learn to react on them. Students are familiar with strategic planning and the importance of

positioning in hotel business. They know the marketing tools and how to use them for operative planning. Students also learn to analyse a hotel with the specific operating figures and to develop solutions for problems turning up in the analysis. They are also made familiar with the used reservation systems in hotels. Through the usage of case studies and hotel specific projects, students do not just strengthen their feeling for problems, but also their ability to work in teams and their social competences. The courses of this module are held in English, which prepares the students for working in international fields.

**Contents of this course:**

- Strategic Hotel Management
- Customer Satisfaction and Service Quality
- Management Control in Hotel Industry
- Gastronomy/Cuisine

ECTS credit points      10

### Unit 1: Strategic Hotel Management

**Competence**

This course provides the structure of national and international hotel business, trends and concepts. It teaches decisions about the business policy, quality management, organizational structure and human resources up to yield management. Further, the students learn about the differentiation of strategic and organizational planning, from the corporate philosophy up to the marketing concept. The lecturer also provides an overview of brand policy and branding, as well as marketing tools used in hotel business.

### Unit 2: Customer Satisfaction & Service Quality

**Competence**

In this course, the students are taught the basics of Customer Satisfaction and Service Quality, along with methods of measuring these. Service chains in businesses and destinations are explained to illustrate the overall experience of travel. A special focus of this course lies on mystery-guest-studies, along with complaint management. In the context of this course, students must do a mystery-guest-study for themselves to get a practical experience of the learned theory.

### Unit 3: Management Control in Hotel Industry

<b>Competence</b>	This course provides essential key data for controlling in hotel business, along with knowledge about Cost Management (types of costs, cost centres, cost objects in the hotel). The lecturer teaches current calculation practices of accommodation and hospitality services (process costing, overhead calculation and prime-cost-calculation). The students also learn about breakeven analysis in hotels and budgeting. At the end of the course, the students apply and implement their theoretical knowledge in a practical business game, called “CesimHospitality”.
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### Unit 4: Gastronomy/Cuisine

<b>Competence</b>	This course analyses the different gastronomical patterns of demand, offers and trends (e.g. ecological and regional products, gastronomy of experience and entertainment). The lecturer points out classical activities in the field of gastronomy and provides basic knowledge about F&B-Management, restaurant- and banquet management (organization, planning, steering, producing, controlling). Further, it deepens the knowledge in chosen areas, such as regional products, wine tourism, nourishment and culinary arts. Also, the students learn the basics of system gastronomy, process management, concepts in comparison, concept configuration and setting up business.
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### Business Orientation: Destination Management

<b>Competence</b>	This module teaches the basics about Destinations, such as their touristic concepts and forms of organizations. Also, it shows touristic landscapes in Germany and Europe. Students also learn about the marketing and management of Cities and basics of recreational facilities and their meaning for tourism.
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**Contents of this course:**

- Tourism Places, Regions and Countries
- Natural Areas and Landscapes
- City Management
- Management of Leisure Facilities

<b>ECTS credit points</b>	10
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### Unit 1: Tourism Places, Regions and Countries

**Competence** This course delivers knowledge about forms of organizations and conceptual frame conditions. These concern touristic concepts, marketing conceptions and plans of action. The lecturer also gives an overview of different destinations within and outside of Germany.

### Unit 2: Natural Areas and Landscapes

**Competence** This course gives an overview of landscapes in Germany and Europe, along with strategies for upvaluation of such. It also gives away the main suppliers, players and carriers and the effects of climate change, biodiversity and conflicts of usage. Students also learn about national and international categories of conservation areas.

### Unit 3: City Management

**Competence** This course teaches the concepts of city marketing and city management, together with the analysis of city management projects. Students also learn about the role of the retail industry and how to learn from shopping-centres. Also, city management is compared to regional management.

### Unit 4: Management of Leisure Facilities

**Competence** This course deals with a historical overview of the term free-time in comparison to today's usage of free time (demand). Further, it shows the recreational facilities in a destination together with their players and providers. Also shown is the meaning of the leisure industry and the position of recreational facilities in destination management. Students learn about the service marketing management of recreational facilities (e.g. marketing, personnel, finances, quality, environment) and the business plan of a specific recreational facility. To deepen the knowledge, students also get to work with chosen case studies (landscapes and Countryside, culture-freetime- and tourism infrastructure, events, gastronomy).

## Business Orientation: Mobility and Transport Carrier Management

**Competence** Students are enabled to understand basic characteristics of demand and supply in the traffic market and explain basic terms of traffic business. They also know the specific market structures in air traffic, train traffic, cruise traffic and car traffic, as well as management methods for these businesses. Further, the students receive knowledge about special means of transport and traffic concepts for destinations (e.g. touristic labelling, soft mobility).

**Contents of this course:**

- Transport Markets and Mobility Trends
- Cruise Management
- Airline Management
- Management of Rental Cars, Bus and Railway Companies

**ECTS credit points** 10

### Unit 1: Transport Markets and Mobility Trends

**Competence** This course transfers the basics und development of tourism and traffic, such as terms and classifications to the topic of touristic traffic and mobility. It also teaches characteristics, image, advantages and disadvantages of different traffic carriers. This course gives an introduction into the management of traffic companies with chosen market approaches and industry trends (such as bus tourism, caravans, hired cars, boat traffic, air traffic, trains and special traffics). Another point of this course is the car-free-tourism, tourism labelling and the future of tourism and traffic (such as space- and zeppelin tourism, luxury trains etc.).

### Unit 2: Cruise Management

**Competence** This course delivers an introduction into cruise tourism, its frame conditions and institutions. The content is split into two parts. The first part is about high-sea cruise. It delivers knowledge about the general concept of high-sea cruise tourism, the market (along with the structure and data), fleet concepts and fleet planning, harbours, routes, target groups, the different form of marketing for cruise tourism (like product policy, price policy and price finding, distribution and communication policy) and the current



developments with a focus on sustainability, security and globalization.

The second part deals with river cruise tourism. Here, the concept is taught in comparison to the one of high-sea cruise tourism. It also deals with the different kinds of ships, routes, target groups and current developments. This course also shortly discusses the special kinds of cruise travel, such as ferry cruising, cargo cruising, boat charter and trip cruising.

### Unit 3: Airline Management

#### Competence

This course gives an idea about the strategies of airlines (especially strategic options, business models, cooperations and strategic alliances). It also teaches central management functions of airlines (such as flight planning, economic analysis of the planes, route system types, slotmanagement, tour planning), revenue management along with an introduction of the system “Rembrandt” and marketing management). Further, it delivers knowledge about Low Cost Airlines, from their development and their market, up to their strategic direction and implementation of the business model. As last point, students learn about the future development of air traffic, for example concerning sustainability in air traffic.

### Unit 4: Management of Rental Cars, Bus and Railway Companies

#### Competence

This course is split into three parts. The first one deals with bus tourism. It explains its importance, important institutions, basics for bus travel companies, regulations, security and technology in bus travel, purchasing and calculation, marketing for bus travel and the future of the development.

The second part deals with trains as possibility for touristic travel. It teaches about transport policy, the rail traffic market, legal frame conditions, the history of the railroad in Germany, railway companies, rail infrastructure companies, marketing in passenger traffic of the DB AG, touristic activities of the DB AG, intermodal offers of the DB AG, as well as intra- and intermodal competition.

The last part of the course deals with rental cars. Here, the students learn the basics of this business, legal frame conditions, important institutions, strategies and business models, the product, price and distribution, purchase, logistics and application and they learn about trends in rental car business.

## Business Orientation: Business Travel Management

**Competence** In this module, the students learn to analyse the business travel market according to the specifics of the product, consumer and suppliers. They also get to know the importance of business travel for the economy within the field of tourism. Students learn the basic tasks of the different institutions in travel management. They can also find solutions for chosen problems. Students know about the players in Travel Management and the course of a business travel. They also know the basics of internet booking engines. Further, they get to know basic knowledge of fairs, meetings and congresses. For practical use in business, students also learn about the current situation of demand and supply in this segment. The knowledge that the students get in this module enables them to work in strategic fair marketing and operative fair management.

**Contents of this course:**

- Business Trips Market
- Congresses and Conventions
- Trade Fairs and Exhibitions
- Travel Management

**ECTS credit points** 10

### Unit 1: Business Trips Market

**Competence** This course teaches the specifics of business travel and the structures of the business travel market (such as customers, suppliers and services). Further, students learn about the developments and influencing factors, as well as specifics in the business travel behaviour. As last point, students also get to know the requirements of the players.

### Unit 2: Congresses and Conventions

**Competence** In this course, students learn about congresses and conferences, together with the national and international conference market. The lecturer gives information about congress facilities and meeting locations, as well as event management. Students learn about non-technical frame programs as level of communication, congress marketing and sponsoring. They also get an overview about professional associations and professional journals in the field of congresses and meetings.

### Unit 3: Trade Fairs and Exhibitions

<b>Competence</b>	This course deals mainly with the basics of fairs. Students learn about fair locations within and outside of Germany, as well as Fair Marketing and Fair Training. They get an overview about the fair society and fair catering (such as kinds of catering and suppliers). Further, they also learn about fair logistics (thinking in new dimensions) and the performance on fairs (emotionalising and orientation).
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### Unit 4: Travel Management

<b>Competence</b>	In this course, students get a definition of Business Travel Management, together with an overview of suppliers of business travel services (like business travel agencies and electronic offers to simplify business travel). An important point of this course is the explanation of the process flow of business travel and the integration of travel management in private companies. Students also get to know the functions and tasks of a travel manager, as well as an overview of the job profile of a Travel Manager. Further, they learn about fleet management, sustainability and security in travel management, as well as its implementation and the future of the development. The lecturer also teaches the meaning of travel management in public institutions and internet booking engines, along with a practical introduction into IBEs with the example of "cytric".
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### Business Orientation: Online Management

<b>Competence</b>	Within this course, the students get an overview of the core contents of online management in tourism. They learn to design and analyse websites, understand and use different aspects of search engine marketing and to use GPS- applications. Further, the students know about the basic digital business models in tourism.
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**Contents of this course:**

- Digital Business Models in Tourism
- Website Management
- Online Marketing
- Digital Applications and Online Methods

<b>ECTS credit points</b>	10
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### Unit 1: Digital Business Models in Tourism

<b>Competence</b>	This course delivers a definition and presentation of the development of touristic business models under the influence of digitalization. The students deal with classic tourism companies in the digital world and deal with new market entrants such as Airbnb, meta search engines, google and comparison sites. The lecturer teaches the requirements for the direction of mobile digital business models. Students also get presented the digitalization along the tourism value chain and they get informed about the co-existence of on- and offline business models in tourism.
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### Unit 2: Website Management

<b>Competence</b>	In this course, students learn about the basics of Website Management, with how websites should be designed and with the factors of success (content, usability and search engine friendliness). Further, students learn the basic tests for websites (namely being usability tests and A/B-Test). This course also teaches website analyses (Google Analytics), technical aspects/IT-systems (IBE, CMS), legal aspects like privacy protection and it provides knowledge about mobile websites and apps (responsive design).
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### Unit 3: Online Marketing

<b>Competence</b>	This course provides knowledge about Online Marketing in tourism, with a deeper insight into chosen aspects of Online Marketing, namely being search engine marketing, e-mail marketing, banner marketing, mobile marketing and video marketing. Students learn about the meaning of social media marketing for tourism companies and the conception of social media strategies, with a focus on determining goals and target groups and choosing the right platforms. Further, they learn about control of success of social media activities (such as monitoring, KPIs and attribution models).
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### Unit 4: Digital Application and Online Methods

<b>Competence</b>	In this course students first learn about GPS-applications in tourism, with GPS for orientation, GPS- tracking and -drawing (and visitor employed photography), app/web-based travel planning (like moovel, Quixxit), geocaching
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and Munzee. Further, they get to know about online methods such as nethnography, mobile ethnography (mainly customer survey mappings like experiencefollow) and selfie-analysis. In addition to that, the lecturer gives information about topics like gamification, virtual reality, augmented reality and crowdfunding, crowdsourcing and co-creation. In the end, students learn about ethical aspects and resource consumption.

## Business Orientation: Strategic Personnel Management in Tourism

### Competence

After having studies this module, students can fulfil tasks of human resource management in tourism. In this course students learn about techniques and instruments used in daily personnel work. They know how to choose and evaluate these methods. They can analyse problems in human resource management and find solutions for the situation. Students know different management tools and legal frame conditions that are relevant for the relation between the company and the employees.

### Contents of the course:

- Human Resource Development
- Employment Law
- Human Resource Controlling
- Leadership Management

ECTS credit points 10

## Unit 1: Human Resource Development

### Competence

In this course, chosen fields of activity of Human Resources Management are mediated. The students get a deeper insight into the meaning, the instruments and the methods of Human Resource Development. They work out solutions for concrete situations from the working life (like employee satisfaction, new blood security and knowledge management) and they analyse current topics from Human Resource Management (like work-life-balance and diversity management).

## Unit 2: Employment Law

### Competence

In addition to the business law (civil law code, code of commerce and company law), this course teaches the Individual Employment Law (like application, contract of employment, disruptions in the working relation, sickness,

holiday, termination of the employment contract, dismissal protection and certificate of employment). Further, the students learn the basics of the Collective Employment Law (such as work council, worker's participation, labour agreement, trade unions and employer association), with explanation of possible court trials.

### Unit 3: Human Resource Controlling

#### Competence

This course gives information about the meaning and the scope of personnel controlling. The students can develop operating figures relevant for personnel controlling. They can analyse these operating figures and develop personnel strategies on that basis. Further, with the help of strategic planning instruments (e.g. personnel portfolios), they learn, use and reflect on basics of human resource strategic decision processes.

### Unit 4: Leadership Management

#### Competence

In this course students get a realistic and deepened insight into personnel management tools and development (such as appraisal interviews, 360° feedback and performance management). Further, different management relations and challenges in the management of modern companies are discussed (e.g. the leading of virtual teams and matrix organizations). Students get to know the factors of success for successful management and they are enabled to measure and evaluate the use of different management tools ("Toolbox").

### Business Orientation: Tourism Marketing

#### Competence

In this module, students learn about the meaning of megatrends for the development of touristic products. Additionally, they learn how products are designed according to customer wishes. To be able to evaluate the possibilities and effects of design methods, the students are introduced to experience design and the possibilities of digitalization. Further, they learn about the different methods of company communication and how to evaluate the different communication tools with their possibilities and effects. In the end, students can develop marketing concepts.

**Contents of the course:**

- Product and Price Policy
- Future of Tourism and Digital Products
- Communication Policy
- Marketing Concepts

ECTS credit points      10

**Unit 1: Product and Price Policy**

**Competence**                      This course teaches the strategic decisions of product policy and different types of products, together with their influence on the purchase decision. Students learn about the designing of experiences as a goal of product planning and the staging pyramid. The lecturer gives information about multi sensing and architecture as part of product design. Further, the students learn about product design in the digital age and price and conditions policy.

**Unit 2: Future of Tourism and Digital Products**

**Competence**                      This course deals with drivers and megatrends in the society (such as health, digitalization and urbanization). Students learn how touristic trends derive from megatrends and their implications for marketing (more comfortable, more climate friendly, more secure...). Further, they get to know about the effects of digitalization on product design and service (like service robots vs. human, gamification, geocaching and virtual reality apps).

**Unit 3: Communication Policy**

**Competence**                      This course teaches the basics of communication planning and brand policy. Further, it teaches the different marketing instruments, starting with the classic means of communication (like advertisement planning with focus on TV advertising, media selection and outside advertisement). It then continues with multi-media communication (with choosing the channels of communication like homepages, Twitter or Facebook), different PR-instruments (like journalist travels, open door day and crisis communication), sponsoring and special forms of communication (like product placement and viral marketing). Students also learn about communication concepts.

## Unit 4: Marketing Concepts

### Competence

This course has a theoretical and a practical part. In the theoretical part, students learn the basics of marketing conception, how to develop a marketing concept, situation analyses, marketing goals and strategies and the marketing mix. In the practical part, students work with case studies and they work out a marketing concept by themselves.