

# Module manual

## Bachelor

## Tourism Management (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

<b>Competence</b>	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

<b>Competence</b>	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

### 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

## Fundamentals of Tourism Management

Content This course consists of the following units:

- Introduction to Tourism Management 1
- Introduction to Tourism Management 2

ECTS credit points 7.5

### 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 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

## 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

## International Competence

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

- English for Tourism 1
- Intercultural competence

**ECTS credit points** 5

## Unit 1: English for Tourism 1

**Competence** Students are to attain level B1 (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

**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

## 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



## Fundamentals of Tourism

<b>Content</b>	This course consists of the following units: <ul style="list-style-type: none"><li>- Physical and Human Geography</li><li>- International Tourism</li><li>- Introduction to Tourism Marketing</li></ul>
<b>ECTS credit points</b>	7.5

### Unit 1 Physical and Human Geography

<b>Competence</b>	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 2 International Tourism

<b>Competence</b>	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

### Unit 3 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

### 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

## 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

## English for Tourism I

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

- English for Tourism 2
- English for Tourism 3

ECTS credit points      5

## Unit 1 English for Tourism 2

**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

**Unit 2 English for Tourism 3**

**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

**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** 5

## General Conditions for Corporate Management in Tourism I

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

- Management Control
- Law in Tourism

**ECTS credit points** 5

### Unit 1 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 2 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

## Expertise in Tourism

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

- E-Tourism
- Project Management

**ECTS credit points** 5

### Unit 1 E-Tourism

**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 Project Management

**Competence** Students are able to identify projects from the business environment individually, they are able to define them and to develop a justified strategy for the placement of the project in connection with the corporate philosophy. Students know how to successfully deal with complex tasks within modern project management. Moreover, they can build and lead project teams wisely or identify and appoint the most suitable person to lead the project.

**Contents of this unit:**

- Key terms
- Project organisation (positions and committees)
- Project order and project goals
- Environmental analysis and risk management
- Project structure plan
- Resources
- Project cost plan
- Project controlling
- Project completion

## Case Study in Tourism

**Competence**

Students are able to identify and evaluate complex relations of a destination. In doing so, the goal is not only to lead a single economically successful service provider but also, with the help of other students, to drive the whole destination forward.

**Contents of this course:**

The computer-based business simulation game deals with a destination, which is to be led to success using different economic and social tools. The simulation programme processes decisions taken by the individual service providers (mountain railway, hotel, service providers for sports and events, tourism organisations) and thus simulates the competition. Using analyses after every round of decision, students find out if and to what extent their actions were successful. In doing so, they get to know the handling of economic instruments and their interdependencies in the service sector. Students get to know the virtual market, in which they operate, as a complex system, which inevitably has conflicting goals that need to be solved.

**ECTS credit points**

5

## Marketing and Methodology

Content	This course consists of the following units: <ul style="list-style-type: none"><li>- Quantitative Market Research/SPSS</li><li>- Scientific Methods and Research Paper</li></ul>
ECTS credit points	6.5

### Unit 1 Scientific Methods and Research Paper

Competence	<p>Students master scientific work in theory and 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. Additionally, procedures for upcoming activities regarding the practical semester and the bachelor thesis are planned according to content and timeframe (milestone concept).</p> <p>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.</p>
------------	--

#### Contents of this unit:

- Rules for writing scientific papers
- 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)



- 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 2 Quantitative Market Research/SPSS

### Competence

Students are able to identify the different areas of market analysis in tourism. They know the methods and steps to carry out individual market research analyses in tourism. Students understand market research as a process that includes a sequence of coordinated activities. They are able to work with frequently used terms and techniques of data collection and data analysis. Students can apply, interpret and document different methods. They have a rough understanding of questionnaire analysis and data generation.

### Contents of this unit:

- Basics of market research in tourism marketing
- Stages of the market research process on the basis of a practical customer survey (definition stage, design stage, field stage, analysis stage with SPSS exercises, communication stage)

## Work Placement or Study Abroad

### Competence

Students can try out first study results and put them into practice. Depending on the type of work placement, students acquire different professional competences and are able to reflect the results of the work placement critically by writing a practical semester report.

Instead of a work placement, students can also choose to study abroad for a semester. During their semester at a foreign university, students improve their language skills as well as the skills already acquired during studies and are able to acquire new knowledge according to the offered courses abroad.

### Contents of this course:

Students receive 20 ECTS credit points by studying abroad for a semester or completing a work placement in a company for at least 16 weeks. They receive 10

ECTS credit points for writing a practical semester report. Students do not have to write the report if they received at least 30 ECTS credit points during the semester abroad.

### 1. Practical semester report

The practical semester report ideally picks up on a task from the work placement or a topic from the semester abroad. It consists of a written part (10 pages) and a presentation (20 minutes). Students are supervised by a professor/professors of Harz University. Scientific requirements for the report concerning its contents are identical for students studying full-time and students taking part in a dual studies programme. Detailed information on the requirements is available from the university in written form or online. The requirements are pointed out to students before the preparation of the report.

More information and assistance regarding the practical semester can be found in the regulations for the practical semester of the Bachelor degree programmes in the department business studies.

### 2. Accompanying course

The practical semester is accompanied by a course, which consists of the following elements:

- Introductory lecture
- Digital self-learning materials
- Individual interviews (in person or by phone) between the students and supervising professor(s) of Harz University
- Presentations of the students (colloquium)

An introductory lecture of the coordinator of the practical semester of the department business studies helps students to prepare for the practical semester beforehand. This informative meeting takes place twice before the start of the practical semester. It presents important procedures connected to the implementation of the work placement. Organisational details are presented to the students and they are offered assistance. Furthermore, the supervising professors and the respective students individually agree on necessary contents of supervision.

Digital self-learning materials provide students with an introduction to scientific ways of thinking and operation. This helps them to develop and analyse assignments individually, research information and write texts according to recognised scientific standards. It prepares students to take on challenging tasks during their practical semesters and to write practical semester reports.

During the practical semester, students and supervising professors agree on the contents and the structure of the practical semester report based on the self-learning materials through individual interviews. This helps and supports students to develop a written report with scientific character.

The conclusion of the practical semester and its accompanying course are the presentations of the practical semester reports. These presentations must be held in front of the supervisor at the university and in front of other students who wrote practical semester reports. The compulsory attendance at other presentations of practical semester reports, which usually take place as a half-day session, provides students with an exchange of operational experiences and helps students to practise the application of scientific techniques with different practical semester reports.

### 3. Work Placement

The requirements for work placements are defined in the regulations for the practical semester of the Bachelor degree programmes in the department business studies.

ECTS credit points                      30

## Perspectives of Tourism Management

Content                                      This course consists of the following units:

- Exploitation of Touristic Target Markets
- Compulsory optional subject: Special Tourism Studies

ECTS credit points                      5

## Unit 1 Exploitation of Touristic Target Markets

### Competence

Students acquire knowledge of the functioning of touristic markets, especially market failure and the possibilities of influence to correct market failure. They get to know the basic connections of international relations, which arise especially from the theories of the development of exchange rates.

### Contents of this unit:

- Functioning of touristic markets
- Problems of market failure on touristic markets
- Correction of market failure through regulation
- Foreign exchange market
- Theories to interpret changes in exchange rates
  - a) Theory of purchasing power parities
  - b) Theory of interest rate parities
  - c) Theory of rational expectations (e.g. Bubble theory)

## Unit 2 Special Tourism Studies

### Competence

Students are confronted with current developments and future trends of the tourism industry individually or in a team (e.g. perspectives of tourism in the 21<sup>st</sup> century, future forms of tourism). Students need to prove, under the instruction of lecturers, that they are able to deal with a given problem in a given time individually, appropriately and in a solution-oriented way. Professional competence, methodical competence (includes relevant scientific findings and approaches, categorisation in a general context), communicational competence (linguistic and formal accuracy and comprehensibility) and personal competence (individual planning and implementation) of the entire studies and those learnt during the practical semester need to be applied for this unit.

### Contents of this unit:

Contents vary from semester to semester because this unit is given by professors of Harz University and guest lecturers.

## General Conditions for Corporate Management in Tourism II

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

- Finance Management
- Taxes

**ECTS credit points** 5

### Unit 1 Finance Management

**Competence** Students are able to carry out budgeting considering financial aspects and aspects of success. They can develop decisions for management control. The sample calculations focus on transnational problem solving because of the international focus of tourism.

**Contents of this unit:**

- Currency management especially with regard to forward exchange transactions
- Internal financing/cash flow calculation connected to sample discussions on Lohmann-Ruchti Effect (addition to capacity)
- Ratio analysis using balance sheet and profit and loss statement
- Financial organisation and its adaption to changed markets

### Unit 2 Taxes

**Competence** Students need to be able to apply the most important tax provisions that are connected to the taxation of income and transfer them to new issues. Knowledge of legal elements of offence for personal and objective tax liability is already required after the introduction phase and helps students to solve practice-oriented questions with a medium degree of difficulty early on. Complex relations of the individual categories of income up until the calculation of taxable income including the calculation of tax burden are taught on the basis of a decision-oriented teaching concept.

**Contents of this unit:**

- Introduction to taxation
- Taxpayer
- Revenue term

- Sources of revenue
- Category of income
- Surplus income
- Profit income
- Methods for the determination of profit
- Calculation of income
- Assessment
- Calculation of taxable income including tax burden
- Impact of trade tax on tax burden

## English for Tourism II

<b>Content</b>	This course consists of the following units: <ul style="list-style-type: none"><li>- English for Tourism 4</li><li>- English for Tourism 5</li></ul>
<b>ECTS credit points</b>	5

### Unit 1 English for Tourism 4

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

**Contents of this unit:**

- General management
- Personnel management
- Marketing
- Current topics of the tourism industry

### Unit 2 English for Tourism 5

**Competence** Students are to attain level B2 (almost C1) in all four language skills for work-related or rather academic situations.

**Contents of this unit:**

- Advertising
- Quality management
- Market structures
- Current topics of the tourism industry

## Second Foreign Language

<b>Content</b>	This course consists of the following elective units: <ul style="list-style-type: none"><li>- French (entrance examination)</li><li>- Russian (entrance examination)</li><li>- Spanish (entrance examination)</li> <li>- Foreign Language 1 (French)</li><li>- Foreign Language 1 (Russian)</li><li>- Foreign Language 1 (Spanish)</li> <li>- Foreign Language 2 (French)</li><li>- Foreign Language 2 (Russian)</li><li>- Foreign Language 2 (Spanish)</li></ul>
<b>ECTS credit points</b>	5

### Unit 1 Foreign Language 1

<b>Competence</b>	Students have attained level B1 according to the Common European Framework of Reference for Languages (CEFR). They are proficient in all skills (reading, writing, listening, talking) according to level B1. Grammatical and stylistic structures are systematically improved.
-------------------	---

**Contents of this unit:**

- Improvement of language skills (reading, writing, listening, talking) using subject-based texts (business letters, daily conversations, dialogues, exercises with economic and touristic terms)
- Intensive training and improvement of grammar

### Unit 2 Foreign Language 2

<b>Competence</b>	Students have attained level B1 (beginning of scale) according to the Common European Framework of Reference for Languages (CEFR). They are proficient in all skills (reading, writing, listening, talking) according to level B1. Grammatical and stylistic structures are systematically improved.
-------------------	--

**Contents of this unit:**

- Improvement of language skills (reading, writing, listening, talking) using subject-based texts

- (business letters, daily conversations, dialogues, exercises with economic and touristic terms)
- Intensive training and improvement of grammar

## Project Work I

<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.



## Project Work II

**Competence** Students can analyse real-life problems of the tourism sector in self-managed teams and are able to find solutions using economic instruments and methods of project management.

**Contents of this course:**

- Project-specific contents that students integrate into the course interactively
- Independent development of contents with presentation and moderation components
- Excursions and individual experiences

**ECTS credit points** 5

## Bachelor Finals

**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 the occupational area. 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

### Business Orientation: Tourism Management

**Competence** 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.

**Contents of this course:**

- Tour Operator Management 1
- Travel Agent Management
- Tour Operator Management 2
- Distribution Channels in Tourism

**ECTS credit points** 10

### Unit 1 Tour Operator Management 1

<b>Competence</b>	This course passes on basic knowledge of the tour operating business and teaches students different 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

<b>Competence</b>	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 Tour Operator Management 2

<b>Competence</b>	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 Distribution Channels in Tourism

<b>Competence</b>	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
- Controlling in Hotel Business
- Gastronomy and Culinary Art

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 Controlling in Hotel Business

### Competence

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".

## Unit 4 Gastronomy and Culinary Art

### Competence

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.

## Business Orientation: Destination Management

**Competence** 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.

### Contents of this course:

- Touristic places, regions and countries
- Landscapes and Countryside
- City Management
- Management of Recreational Facilities

**ECTS credit points** 10

### Unit 1 Touristic 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 Landscapes and Countryside

**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 Recreational Facilities

<b>Competence</b>	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: Management of Traffic Carriers

<b>Competence</b>	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:

- Traffic Markets and Mobility Trends
- Cruise Management
- Airline Management
- Management of Rental Car-, Bus- and Rail Business

<b>ECTS credit points</b>	10
---------------------------	----

## Unit 1 Traffic Markets and Mobility Trends

<b>Competence</b>	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 Car-, Bus- and Rail Business

##### 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 Travel Market
- Congresses and Meetings
- Fairs and Exhibitions
- Travel Management

**ECTS credit points**                      10

**Unit 1 Business Travel 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 Conferences**

**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 Fairs and Exhibitions**

**Competence**                                      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).

## 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”.
-------------------	--

## Business Orientation: International Tourism Management

<b>Competence</b>	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

<b>ECTS credit points</b>	10
---------------------------	----

## Unit 1 International Sustainable Tourism

<b>Competence</b>	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

#### Competence

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).

### Unit 4 Social Responsibility in Tourism

#### Competence

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.

### Business Orientation: Online Management

#### Competence

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.

Contents of this course:

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

ECTS credit points 10

### Unit 1 Digital Business Models in Tourism

**Competence**

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.

### Unit 2 Website Management

**Competence**

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).

### Unit 3 Online Marketing

**Competence**

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).

#### Unit 4 Digital Application and Online Methods

##### Competence

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 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: Regional Management/Theme Tourism

##### Competence

With this module, students are enabled to do tourism development on the basis of regional management. Therefore, they are made familiar with the instruments of regional promotion and learn about the synergy effects that tourism development brings for the region. The fields health culture and sports are especially important for tourism development, which is why they are processed more deeply.

##### Contents of this course:

- Health Tourism
- Culture Tourism
- Sports and Activity Tourism
- Regional Promotion and Development

##### ECTS credit points

10

### Unit 1 Health Tourism

<b>Competence</b>	In this course students learn the basics of health tourism and the influencing factors of the health tourism market. They also learn about the classical health tourism with health resorts and today's health and wellness tourism. Further, students learn about institutions, suppliers, customers and the management in health tourism.
-------------------	---

### Unit 2 Culture Tourism

<b>Competence</b>	This course starts with a short definition of culture and continues with the connection between culture and tourism (relation/effects, acculturation and mediation of culture through travelling). The lecturer also gives information about the different forms of appearance of culture tourism with study travel, landmark tourism, city tourism, museum and exhibition tourism, theme tourism, touristic routes, cultural presentation tourism, language travel, architectural tourism, industrial tourism, archaeological tourism and slow tourism (like spiritual tourism and garden tourism). Further, this course teaches the cultural meaning of regional products (with regional products as chance for competition differentiation) and about wine tourism.
-------------------	--

### Unit 3 Sports and Activity Tourism

<b>Competence</b>	This course starts with a definition of sports. Then follows an overview of different kinds of sports, sports events and sports in tourism. The students learn about different forms of sports and activity tourism such as bicycle tourism, hiking tourism, winter tourism (skiing) and golf tourism. They also get information about other sports like diving.
-------------------	--

### Unit 4 Regional Promotion and Development

<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 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 Resources Development
- Employment Law
- Personnel Strategy and Personnel Controlling
- Human Resource 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 Personnel Strategy and Personnel 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 Human Resource 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 Conception

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 Conception

##### 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.