Master's degree Tourism and Change

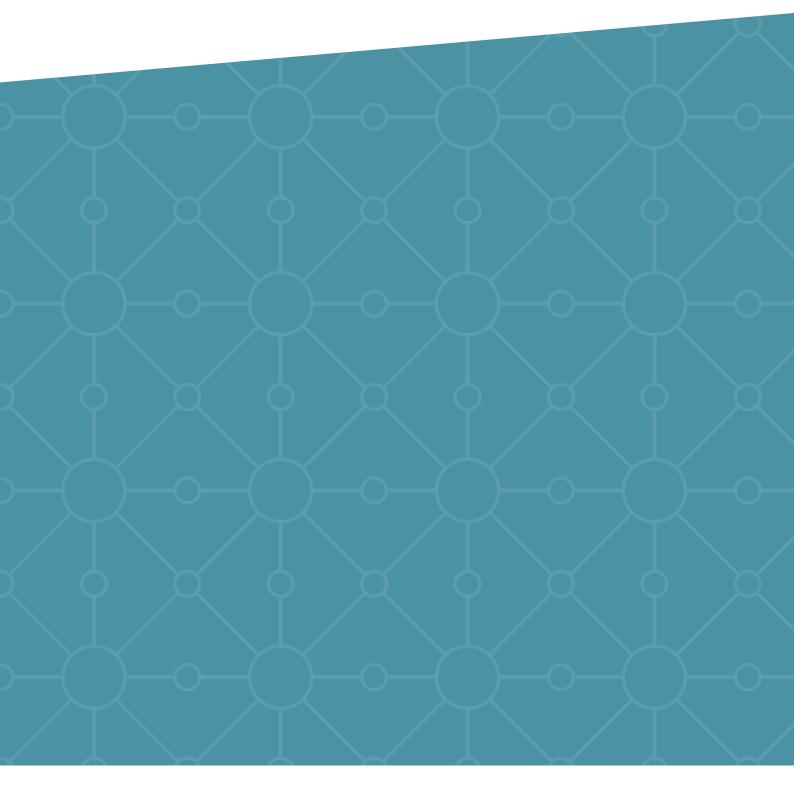# Modules overview

Module overview Master's degree Business Administration Major Tourism and Change

Wahlpflichtmodule (General Management)

Pflichtmodule Tourism and Change (Major)

Pflichtmodule

Wahlpflichtmodule (General Management)

Adaptive Leadership

Leitidee

Das Modul vermittelt den Studierenden, wie effektive Führung in unterschiedlichen Situationen aussieht.

Typ

Wahlpflichtmodul

Umfang

4 ECTS-Punkte

Lernergebnisse

Die Studierenden sind in der Lage zu beschreiben, welche Eigenschaften und Verhaltensweisen effektive Führungskräfte auszeichnen.

Die Studierenden sind in der Lage zu erklären, wie Führungskräfte ihren Führungsstil auf situativen Umstände anpassen müssen.

Die Studierenden sind in der Lage, eine Führungssituation zu analysieren, den Führungsstil einer Führungskraft kritisch zu beurteilen und Möglichkeiten zur Verbesserung abzuleiten.

Corporate Communication

Objective

The students can assess, evaluate and manage corporate communications. They understand that corporate communication is vital for new or existing organisations and understand why it is important.

Type

Mandatory Elective Module

Amount

4 ECTS credits

Learning outcomes

The students

- know the basics, the different areas, processes and instruments of corporate communication in order to manage a corporate communication team.
- can use corporate communication as a tool to get and sustain the 'license to operate' for organisations as members of their social environment.
- can create an appropriate briefing for a communication concept/strategy and evaluate the presented results.
- understand the qualities of modern corporate communication and can design plans for its implementation.

Corporate Responsibility

Objective

The objective of this module is to sensitize students for the challenges they must confront in business practice when delivering socially beneficial contributions through responsible and sustainable business conduct. Reflections on a variety of approaches to solve the contradictions between societal, social, environmental, and economic requirements lead students to understand their personal roles as future leaders with respect to socially desirable corporate behavior.

Type

Mandatory Elective Module

Amount

4 ECTS credits

Learning outcomes

Students are able to critically evaluate international and national agendas and policies regarding Corporate Responsibility (CR)

Students are able to identify the roles of key stakeholders for the development of organizations

Students are able to explore the implications of CR for business organizations and management professionals in selected industries

Digital Business

Objective

More than 30 billion devices are connected to the Internet. People, businesses, and things are communicating and transacting with each other. Digital business is the creation of new business designs by blurring the digital and physical worlds. Digital businesses are creating new business models, understanding and engaging with customers in new ways, launching new kinds of products and improving operations by exploiting information.

The basic idea of this module is to sensitize students for the challenges and chances they are confronted with exploring digital business activities. Reflections on a variety of approaches of digital business activities lead students to understand the ways how digital businesses shape future economics and societies.

Type

Mandatory Elective Module

Amount

4 ECTS credits

Learning outcomes

Students understand how digital technologies are applied to develop and change products, services, processes and whole businesses.

Students learn the mechanisms of different types of digital businesses (e.g. online platforms, e-commerce, digital services, web 2.0 and social media applications, data driven services)

Students learn how these mechanisms differ from traditional businesses and how new revenue streams evolve (pricing strategies, (programmatic) advertising)

Students understand different types of user behavior and how online marketing supports digital business activities (e.g. customer journey, social media)

Digital Marketing

Objective

The students gain insights into web analytics and learn how to monitor websites and online marketing channels.

They will learn how to analyze and control a company's online activities and will know what online marketing measures are available, how they should be used and how their performance should be measured.

In addition, they will be able to plan, define and measure online marketing goals based on relevant KPIs and appropriate marketing and analytics tools. Based on this know-how, data-driven decisions can be made to achieve business and marketing goals.

Type

Mandatory Elective Module

Amount

4 ECTS credits

Learning outcomes

The students know how web analytics works and know current web analytics tools and software. They know how to analyze and control online (marketing) activities and understand how different online marketing channels work. The Students are able to plan, define and measure online marketing goals and understand relevant online marketing KPIs and metrics, they are also able to make data-driven marketing decisions.

Data Management

Leitidee

Das Modul Data Management vermittelt die Grundlagen des methodischen Vorgehens und technischer Massnahmen zur Behandlung der Ressource „Daten" mit dem Ziel, im laufenden Betrieb deren optimale Nutzung zu gewährleisten.

Typ

Wahlpflichtmodul

Umfang

4 ECTS-Punkte

Lernergebnisse

Die Studierenden können die wesentlichen Schritte des Data Management voneinander abgrenzen. Sie sind in der Lage, die grundlegenden Verfahren der Datenbeschaffung und -verwaltung zu erläutern, die wesentlichen Konzepte der Analyse einfacher Datenbeständen anzuwenden sowie aktuelle Technologien im Kontext des Datenmanagements zu bewerten und einzusetzen.

Leading Change

Objective

Introduction into frameworks, practices and skills of leading change

Type

Mandatory Elective Module

Amount

4 ECTS credits

Learning outcomes

After successful completition of the module, students are able to
- can apply their knowledge about theories and frameworks of change in organizations;
- have demonstrated knowledge and understanding that is founded upon leadership approaches, roles and responsibilities in leading change;
- have applied theoretical leaning in an experimental learning of a complex serious game "SysTeam-sChange";
- have the ability to discuss and reflect on tasks that must be performed in leading any kind of sustainable change and transformation in organizations;
- evaluated and appraised a basic set of methods, instruments and tools for leadership for leading change and transformation;
- Analysed and evaluated a real case situation in leading change.

Organisational Development

Leitidee

Organisationen müssen sich permanent auf veränderte Umweltbedingungen einstellen. Gleichzeitig streben Menschen und die aus ihnen bestehenden Organisationen nach Stabilität und Ruhe. Mit einer Organisationsentwicklung sollen sowohl Leistungsverbesserungen für die Organisation, als auch eine Verbesserung der Qualität des Arbeitslebens erzielt werden. Wie dies gelingen kann, ist Gegenstand dieses Moduls.

Typ

Wahlpflichtmodul

Umfang

4 ECTS-Punkte

Lernergebnisse

Nach erfolgreichem Besuch dieses Moduls sind die Studierenden in der Lage,

- organisationale Kontexte zu analysieren und Entwicklungsbedarf zu identifizieren.
- den Prozess der Organisationsentwicklung sicher in verschiedensten Kontexten zu gestalten und zu begleiten und damit Organisationen erfolgreich weiterzuentwickeln.
- mit Unterstützung qualifizierter Berater und Trainer die richtigen Methoden und Interventionen für einen Organisationsentwicklungsprozess auszuwählen und im Prozess zu positionieren.

Sustainability Management

Leitidee

Die Gesellschaft sieht sich heute mit einer Vielfalt an existenziellen Herausforderungen konfrontiert und das Thema Nachhaltigkeit wird nicht nur diskutiert, sondern immer stärker eingefordert. Diese Entwicklung stellt Unternehmen verstärkt vor neue Herausforderungen. Deren Bewältigung erfordert auf betriebswirtschaftlicher Ebene eine verstärkte Zuwendung zu Fragen der Integration von Nachhaltigkeit in die Prozesse und Strukturen in Unternehmen. Dabei geht es nicht nur um Risiken, sondern auch um Chancen, sich zum Beispiel durch Innovationen zu differenzieren.

Ziel des Moduls ist die Vermittlung des notwendigen Fachwissens und der Aufbau von Kompetenzen, die für eine nachhaltige Unternehmensführung erforderlich sind.

Typ

Wahlpflichtmodul

Umfang

4 ECTS-Punkte

Lernergebnisse

Nach erfolgreichem Abschluss des Moduls können die Studierenden

- Begriffe und Konzepte von Nachhaltigkeit und Nachhaltigkeitsmanagement verstehen, sowie fallbezogen darstellen und erläutern;
- normative Grundpositionen zu Nachhaltigkeit und Nachhaltigkeitsmanagement darstellen und kritisch bewerten;
- begründen wann und inwiefern Nachhaltigkeit und Nachhaltigkeitsmanagement relevante Ziele sein können
- Nachhaltigkeitsbestrebungen allgemein und speziell in Unternehmen analysieren und kritisch bewerten;
- Notwendigkeit der Integration von Nachhaltigkeitsforderungen in verschiedene Managementfunktionen erklären.
- Konzepte und Instrumente zur Operationalisierung von Nachhaltigkeitsmanagement in der Unternehmenspraxis vergleichen und ihren Einsatz begründen.
- die vermittelten Methoden auf Problemstellungen und Praxisprobleme anwenden, um diese zu lösen.
- Schlussendlich sollen die Studierenden Nachhaltigkeit als eine relevante Kategorie jeglichen unternehmerischen Handelns und Denkens begreifen.

Talent Management

Objective

Students learn to understand the importance of talent for the success of companies and to design talent management systems

Type

Mandatory Elective Module

Amount

4 ECTS-Punkte

4 ECTS credits

The students are able to form an opinion about the "War for Talents".

The students are able to analyze a company's talent management system from different perspectives and identify areas in which talent management can be further developed.
The students are able to identify potential success factors and critical fields of action in talent management.
The students are able to develop their own model of talent management.
The students are able to work together in groups to solve problems and sharpen their social skills

Pflichtmodule Tourism and Change (Major)

Change, Culture and Strategy

Objective

Building on knowledge of strategic foresight gained in the first semester, students will develop new business opportunities and development strategies for specific business cases. The module addresses the key issues of foresight, becoming competitive for the future and strategic intent, which embraces strategic vision and mission. At the same time the module is designed to provide profound insights into the importance of culture in change processes as culture significantly affects the implementation of strategies. Students will increase their cultural self-awareness and identify the impact of communication styles on social interactions.

Type

Mandatory Module

ECTS credits

4

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– recognise the core concepts of strategy and strategic management and understand the impact of the internal and external environment on strategic decisions and processes
– define culture and its central elements that affect interactions, specifically in change processes
– understand how behaviour and language can be adapted to make them more effective,

Know-How & Skill

– gather and analyse data for case study analysis and critically evaluate strategies
– present and discuss case studies as well as communicate ideas, challenges and strategic recommendations
– interact appropriately and meaningfully with co-operation partners from international areas
– increase knowledge and improve skills for bridging cultural differences

Competence

– evaluate their own cultural competence
– undertake an evaluation of change strategies at destination or business-level

Innovation and Social Marketing

Objective

Innovation is key to pro-actively create change rather than merely to manage it. Yet innovations will not change the world by themselves. They need to be disseminated and adopted. Many social innovations may need to go hand in hand with a change in behaviour. The module provides students on the one hand with a sound understanding of innovation processes and their effective management and on the other hand with the skills to use social marketing to diffuse the adoption of innovations via behaviour change.

Type

Mandatory Module

ECTS credits

6

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– develop an understanding of analytic frameworks for managing the innovation process and for changing human behaviour
– evaluate innovation processes and social marketing programmes

Know-How & Skill

– To consider different perspectives, use creativity techniques, test possible solutions and evaluate results as a way to make decisions.
– use appropriate methods of analysis to examine the role and use of social marketing to achieve behavioural change

Competence

– independently develop a tailor-made innovation process for an organisation and an effective social marketing strategy for a particular topic.

Political Economic and Technological Change in Tourism

Objective

The first part of the module includes a theoretical introduction to changes processes focussing on individual change, organisational change and societal change with examples from tourism.

The second part of the module deals with technological and political-economic change and their impact on tourism.

Academic writing is the main skill that students develop in this module.

Type

Mandatory Module

ECTS credits

4

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– understand complex interrelationships between tourism business and its (meso and macro) environment
– understand change processes at personal, organisational and societal levels, in particular in relation to tourism
– understand the effects of technology and political-economic developments on tourism
– understand the use and structure of appropriate language in written, academic communication

Know-How & Skill

– locate, access and critically evaluate and interpret existing data and information and to use this information in creating a logical argumentation
– identify and critically analyse the main technology and political-economic drivers of change and their impact on tourism as part of horizon scanning
– communicate in writing for an academic audience in an organized, clear and concise manner

Competence

– effectively communicate the impact of technological and political-economic change in writing in an academic context
– develop and utilise skills in rigorous academic analysis and argument development

Risk, Vulnerability and Resilience

Objective

The tourism industry is sensitive to direct or indirect impacts due to natural disasters, influenzas and pandemics, social unrest, political instabilities, terror-ism, financial crises, etc. Destinations and businesses active in tourism have to face these challenges and need to make risk and crisis management a permanent part of the strategic considerations and practical implementation in order to become more resilient. Despite organisations' best intentions to increase resilience, and highest efforts of prevention, risks cannot be completely con-trolled and therefore totally excluded. The module will emphasize the importance of the so called integrative risk management approach discussing strategies on how to prevent/mitigate risks, on how to be prepared for crises and disasters, on what to be done during and after a crisis, on insurability, and on what can be learnt from a crisis to be better prepared for the next to come.

Type

Mandatory module

ECTS credits

4

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– understand the concepts of hazards, vulnerability, risk and resilience and relate these to tourism
– describe the relationship between risk management, continuity management and crisis management in the context of building overall resilience
– understand the importance of creating an integrative risk culture

Know-how & skill

– identify, analyse, assess and mitigate risks and crises, which might have an impact on tourism (risk matrix)
– analyse, plan and implement crisis management systems that will reduce the impact of and assist the recovery from crises
– manage information flow and communication in times of a crises
– analyse the drivers and barriers relating to overcoming vulnerability and building resilience in tourism organisations.
– evaluate key theories and models of change and how they support a risk-based process of building resilience

Competence

- apply the risk matrix and the know-how of creating risk and crisis management systems to optimally allocate resources to increase resilience in a tourism organisation experiencing a specific risk and crisis situation.
- develop the ability for risk-based decision making in view of other economic sectors (tourism as an embedded economic system)

Societal and Environmental Change in Tourism

Objective

Tourism is inherently a social activity, so what societal changes affect tourism and what impacts does tourism have on society? At the same time, many forms of tourism are dependent on the natural environment. The first part of this module deals with societal change, while the second part focuses on environmental changes and their impact on tourism.

The main skill students develop in this module is critical thinking and how to effectively communicate these critical thoughts in presentations.

Type

Mandatory module

ECTS credits

4

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– understand the effects of societal and environmental change on the tourism industry
– recognize the influence that nonverbal communication has on verbal communication

Know-How & Skill

– articulate, critique, and support arguments with compelling evidence and sound reasoning
– identify and critically analyse the main societal and environmental drivers of change and their impact on tourism as part of horizon scanning
– revise a point of view in response to new arguments and information
– communicate complex information via presentations using multimodal communication

Competence

– apply critical thinking and analytical skills in evaluating the impacts of change
– effectively communicate the impact of society and environmental change in presentations

Sustainable Tourism Management

Objective

A focus on sustainability is key for managing environmental, societal and political-economic change. This module provides students with a deeper understanding of sustainability and sustainable tourism by discussing the theory of sustainability, by linking it to sustainability tools for measuring and implementing sustainability in a tourism context as well as by focussing practical actions to cope with change. Case studies are analysed, critically reflected and discussed to provide an overview of sustainability measures at business- and destination-level.

Type

Mandatory module

ECTS credits

4

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– explain the theoretical and conceptual background of sustainable tourism
– list the tools available for measuring and implementing sustainabilitiy at business and destination level
– discuss the responsibility of tourists in the sustainability process

Know-How & Skill

– reason for the need to take sustainability into account in tourism
– analyse the influence and responsibility of the key actors and stakeholders in achieving sustainable tourism
– evaluate case studies of destinations and businesses in implementing sustainable practices
– develop written materials appropriate for business, public institutions and non-profit organisations

Competence

– apply tools for measuring and implementing sustainability in a tourism context

Tourism Futures

Objective

Being prepared for possible futures is a key aspect of resilience. Being open for different types of futures deviating from the status quo is a pre-requisite for achieving agile organisations. The aim of the module is to instil students with knowledge about foresight (linking future studies with strategic analysis), the appropriate attitude towards the future and skills to future proof organisations.

Type

Mandatory module

ECTS credits

4

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– understand and explain the concept of systems thinking
– explain strategic foresight and describe its origins and theoretical underpinnings, specific characteristics, and its use in tourism
– understand how strategic foresight can help tourist business become more adaptive, resilient and future proof

Know-How & Skill

– analyse the domain and stakeholders of a strategic question
– integrate information from horizon scanning with reference to a strategic question
– analyse the forcefield with reference to a strategic question
– review the importance and unpredictability of driving forces, identify key uncertainties and develop a scenario cross
– develop four future scenarios that paint plausible future forcefields with reference to a strategic issue (including appropriate title and narrative)
– examine the possible implications of the scenarios for the strategic issue under consideration and identify future's opportunities and threats
– develop strategic courses of action to anticipate the future scenarios
– evaluate the robustness, suitability, acceptability, feasibility, scalability and risk of the strategic courses of action and draw up a strategic plan

Competence

– apply creative techniques to develop an understanding of the external forcefield of tourism businesses
– develop and utilise skills in co-creation, imagination, design and storytelling

– apply strategic dialogue and conversational leadership: engagement, collaboration, cooperative action

Pflichtmodule

Research Methods

Objective

The module enables the students to answer practically relevant questions with scientifically sound methods.

Students learn to design applied research projects, to collect and analyze quantitative and qualitative data and to critically evaluate empirical findings.

Type

Pflichtmodul

Amount

9 ECTS credits

Learning outcomes

Students are able to develop a research question and to choose an appropriate research design

Students are able to employ quantitative and qualitative methods in empirical research projects

Consultancy Project

Objective

Students develop a solution to a demanding practical problem in the area of their major

Type

Mandatory Module

Amount

9 ECTS credits

Learning outcomes

Students are able to develop a solution to a demanding problem for a principal from practice with scientifically sound methods

Students are able to manage a consultancy project in a team

Students are able to present result-oriented findings to the principal in a convicing manner

Master Thesis

Objective

The Master Thesis is the masterpiece of the study program

Type

Mandatory Module

Amount

18 ECTS credits

Learning outcomes

Students demonstrate their ability to develop an approach to solving a practically relevant problem independently, within a given time, in a scientific and result-oriented manner

Wahlmodul

Practical Experiences in Tourism

Objective

Experience is a key requirement for a career in tourism. The module provides students with a choice of three different ways to gain experience:

– An international fieldtrip provides students the opportunity of experiential learning. Students gain insights into the local context via interviews with local business owners, tourism destination managers and locals and observe the challenges of tourism management first-hand. By experiencing the complex changes affect tourism destinations, discussing the varied responses by different tourism stakeholders to these changes, the fieldtrip allows students to reflect on their experiences and to relate their knowledge of tourism & change to the visited destination.
– A work placement allows students to apply the knowledge and skills acquired in the Master Tourism & Change to job tasks and projects and to gain practical work experience in tourism. During the work placement students act as reflective practitioners, which will allow them to position, themselves in the job market upon graduation.
– An online business simulation provides students with the opportunity to learn/reinforce and integrate their managerial knowledge and skills in a simulated business environment. The student groups have to run their respective "companies" and compete for resources as well as customers in the same market. The groups are required to work on challenges similar to real-life scenarios, making business decisions as well as translating them into quantitative terms in order to deliver business results.
– or another appropriate practical experience in discussion with the Director of Studies.

Type

Free elective module

ECTS credits

4

Learning Outcomes

Upon successful completion of this module, students will be able to:

Knowledge

– understand the practical implications of change on the tourism industry
– describe how different drivers of change interconnect and affect destinations and businesses

Know-how & skill

– demonstrate connected thinking
– observe, record and reflect critically upon practical experience, drawing connections between this and theoretical issues developed in the master programme.
– critically evaluate their learning from the practical experience;
– articulate their practical experience in a way that demonstrates their learning.
– work independently and in a team

Competence

– apply connected thinking in relation to the interconnectedness of change in tourism
– use reflective practice to explore, identify, evaluate and record their learning process
– use reflective practice to explore and identify learning needs for their own future development (life-long learning)