



HSB

Hochschule Bremen
City University of Applied Sciences

Faculty 1
School of International Business

Module Guide

(According to new examination regulations as of winter semester 2021)

International Degree Programme
Tourism Management (B.A.)
(ISTM)

Seven semesters

Module Overview

1st semester

- Module 1.1 **Management I:** Introduction to Studies in Tourism and Management
- Module 1.2 **Business Administration I and Learners' Company I:** Foundations in Business Administration and Introduction to the Learners' Company
- Module 1.3 **Quantitative Methods:** Business and Financial Mathematics / Statistics
- Module 1.4 **Foundations of Interpersonal Competences:** Psychology, Rhetoric and Communication
- Module 1.5 **Foreign Languages I:** Spanish or French or Portuguese or Indonesian

2nd semester

- Module 2.1 **Management II:** Strategic Management and Marketing in Tourism
- Module 2.2 **Business Administration II:** Managerial Accounting, Controlling
- Module 2.3 **Economics:** Microeconomics, Macroeconomics and International Economic Relations
- Module 2.4 **National and International Business Law**
- Module 2.5 **Foreign Languages II:** Spanish or French or Portuguese or Indonesian

3rd semester

- Module 3.1 **Management III:** Market Research and Marketing in Tourism
- Module 3.2 **Business Administration III:** Investment, Financing, Taxation and Accounting
- Module 3.3 **Management IV:** Information Systems and E-Business in Tourism
- Module 3.4 **Environmental Awareness and Social Responsibility:** Sustainable Development, Ethics and Corporate Social Responsibility
- Module 3.5 **Foreign Languages III:** Spanish or French or Portuguese or Indonesian

4th semester

- Module 4.1 **Management V:** Operations Management in Tourism
- Module 4.2 **Learners' Company II:** Practice-based project
- Module 4.3 **International Management I:** Introduction to International and Intercultural Management in Tourism

Module 4.4 **Management VI:** Human Resource Management, Organisational Development and Specific Cultural Studies

Module 4.5 **Foreign Languages IV:** Spanish or French or Portuguese or Indonesian

5th semester

Module 5.1 **Preparation for Stay Abroad:** Tourism Studies and Tourism Industry *(brought forward to the 4th semester before the stay abroad semesters)*

Modules 5.2 – 5.5 **Study Abroad I-IV**

6th semester

Modules 6.1 – 6.4 **Practical Placement Abroad**

Module 6.5 **International Management II:** Reflection on International and Intercultural Aspects of Studies and Placement Abroad *(takes place in the 7th semester after the stay abroad semesters)*

7th semester

Module 7.1 **International Management III:** Advanced International and Intercultural Management in Tourism

Module 7.2 **Compulsory Elective Area I**

Module 7.2.1 **City Marketing and Destination Management**

Module 7.2.2 **Event Management**

Module 7.2.3 **Airport and Airline Management**

Module 7.2.4 **Sports and Health Management**

Module 7.2.5 **Hotel Management and Resort Planning**

Module 7.2.6 **Cultural Policy and Management**

Module 7.2.7 **Contemporary Topics**

Module 7.2.8 **Elective from another degree programme**
(no module description)

Module 7.3 **Compulsory Elective Area II**

Module 7.3.1 **Staging of Experiential Spaces**

Module 7.3.2 **Public Relations and Journalism**

Module 7.3.3 **Economic and Tourism Geography**

Module 7.3.4	Tourism in International Development Cooperation
Module 7.3.5	Quality of Life and Sustainable Consumption
Module 7.3.6	Elective from another degree programme <i>(no module description)</i>
Module 7.4	Bachelor's Project
Module 7.5	Bachelor's Thesis

Preparatory Courses

1st semester

Preparatory course: **Mathematics**

2nd semester

Preparatory course: **Accounting**

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Management I: Introduction to Studies in Tourism and Management**

Module code	1.1
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Semester	Semester 1
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (pre-requisite for the award of credit points)	<p>Type of examination: Written exam Examination duration: 120 minutes Notes: The exam includes questions to demonstrate knowledge and understanding of the tourism system and the importance of management Prerequisite for passing the module: Passing the examination at least with the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: independent study, group work, presentations</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	Students have developed an understanding of the tourism system and know how to assess the relevance of the different modules of the degree programme. They know and understand what management means and what it aims to achieve. They recognise which mosaic of management competences the overall degree programme offers.
Teaching content	In the context of tourism studies (part 1), students are also introduced to leisure studies. They are introduced to the phenomenon of tourism with its terminology. They understand that the tourism product is a bundle of offers with many different elements and that many sectors and actors have to work together as part of this system. Their ability to interact and cooperate determines the economic success of everyone concerned. Managing the system and its links requires the highest level of management competence to meet the challenges of the tourism business, which is subject to constant change. Managers in tourism must be able to think strategically, be able to communicate and be

creative; they must also have a high level of intercultural competence and be able to learn and stimulate others to learn.

In **Management Theory** (part 2), students should gain an insight into the diversity, related problem issues and the limitations of management tasks. They should learn to recognise management as a control process in applied systems and receive an introduction to its terminology. On the basis of case studies, they acquire knowledge of the common concepts and theories.

Topics:

- Emergence of management and management theory
- Conceptual foundations of management
- Strategic and operational management
- Corporate strategy and organisational structure
- Corporate culture
- Learning organisation
- Modern management concepts

Part 3: Module-based exercise

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. This takes place via:

- learning units posted on the university's own learning platform Aulis, as well as
- the establishment and supervision of a discussion forum on the learning platform, where students' discussions and questions are dealt with according to the learning progress.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Introduction to Studies in Tourism and Management	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Business Administration I and Learners' Company I: Foundations in Business Administration and Introduction to the Learners' Company**

Module code	1.2
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Semester	Semester 1
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: In Part 1 (Business Administration I) written examination; in Part 2 (Learners' Company I) written presentation to prove that the students have developed a basic understanding of being able to work scientifically in a group. The total scope of both examinations should correspond to and not exceed the scope of an examination for a module.</p> <p>Examination duration: Written examination: 60 minutes</p> <p>Prerequisite for passing the module: Passing both examinations at least with the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: Classroom attendance, guided independent study, exercises in individual and group work, case studies</p>
Person responsible for the module	
Learning outcomes	<p>After completion of the module:</p> <ul style="list-style-type: none"> • Students can explain the acquired foundations of business administration and the instruments of tourism management and are able to apply knowledge of business methods to problems of the tourism industry and tourism management. • students have the competence to orientate themselves in complex areas of corporate practice, to identify the relevant management approaches and to compare proposals for problem solving • students can grasp the principle of interdisciplinary thinking and acting, apply the basics of scientific work (namely mastering techniques of researching, evaluating and using sources), apply the

basics of project management in their own work and present scientific facts verbally and in writing

Teaching content

Within the framework of **Foundations in Business Administration**, students should learn about and understand the fundamental interrelationships in business administration and acquire the ability to implement the precepts of economic action in a way that is appropriate to the situation and function. The individual disciplines of business administration and constitutive decisions in the founding phase of a company, fundamental questions of production and procurement as well as approaches of innovation management are also taught.

This module is part of the **Learners' Company**, a 'joint venture' of ISTM and the International Degree Programme Applied Leisure Science (ISAF) and is focused on establishing a theory-practice relationship. In Part I of this module collaboration, the fundamentals of scientific work and project management are to be acquired and applied to concrete topic/project contexts, preferably such that show intersections between economic and social interests: (e.g. city of Bremen and tourism in Bremen, university system and tourism studies, student and professional life).

The **module-based exercise** serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are This takes place via:

- learning units posted on the university's own learning platform Aulis, as well as
- the establishment and supervision of a discussion forum on the learning platform, where students' discussions and questions are dealt with according to the learning progress.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Foundations in Business Administration	2
ditto	Introduction to the Learners' Company	2
ditto	Module-based exercise	2 x 0.5

Offering institution City University of Applied Sciences
Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Quantitative Methods: Business and Financial Mathematics / Statistics**

Module code	1.3
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Semester Semester 1

Duration / Frequency 14 weeks / once a year

Module type Compulsory module

ECTS credit points 6

Student workload 180 hours

Contact hours 56 + 14

Independent study in hours 124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)

Requirements for participation None

Recognised for economics and business administration-oriented degree programmes with a focus on tourism management

Form of examination / duration (prerequisite for the award of credit points) **Type of examination:** Written exam
Examination duration: 120 min
Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)

Teaching and learning methods **Teaching methods:** Seminar-based teaching and module-based exercises; online teaching also possible
Learning methods: Classroom attendance, guided independent study; exercises in individual and group work

Person responsible for the module Senior lecturer (LfbA) Berthold Halbmann

Learning outcomes After successful completion of the module, the participants of the module know,

- that numbers are not always meaningful and that you can't tell from looking at a number whether it is meaningful or not
- that one must never conclude qualities from quantities
- that results of calculations are model-dependent and therefore different models lead to different results despite having the same initial structure

- that Data-Base cannot replace mathematical-statistical knowledge

In Part 1 Business Mathematics students are able to

- translate quantifiable economic problems into mathematical models, solve these problems using mathematical methods and interpret the mathematical results in a relevant way
- recognise the mathematically permissible models necessary to solve concrete economic problems, apply them correctly and make decisions on the basis of these solutions.
- recognise that different mathematical approaches lead to different results

In Part 2 Economic Statistics, students are able to

- provide the precise definitions of terms necessary for statistical surveys and explain why the same statistical problem leads to different statistics
- assess the quality of statistics, interpret and, if necessary, formulate criticism
- transform economic questions into statistical questions
- identify and correctly apply, based on data at hand, the methods necessary and statistically permissible for analysing the data.
- interpret the results of statistical calculations in terms of content, recognise the relevance of statistical methods of analysis for economic issues and select these methods of analysis in an integrative manner, especially against the background of global issues.

Teaching content

In Part 1 Business Mathematics 1

1. Analysis

- Functions for the representation and interpretation of economic relationships
- Economic applications of differential calculus (marginal costs, marginal revenue, elasticities, etc.)

2. Financial mathematics

- Basics of financial mathematics (sequences and series)
- Interest and pension calculation

In Part 2 Economic Statistics

1. Descriptive statistics

- One-dimensional data analysis (basics, position parameters, measures of dispersion)
- Two-dimensional data analysis (correlation, regression)
- Measurement and index numbers
- Time series analysis

Module-based exercise:

The module exercise serves to further practise and deepen the course content in the module by working on exercises. For this purpose, selected assignment sheets are distributed under didactic aspects, which are worked on at home and discussed in the module exercise.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Business and Financial Mathematics	2
ditto	Statistics	2

ditto	Module-based exercise	1
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Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Foundations of Interpersonal Competences: Psychology, Rhetoric and Communication**

Module code	1.4
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Semester	Semester 1
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Portfolio, which is intended to record subject and transfer knowledge. The portfolio is composed of the following parts:</p> <ul style="list-style-type: none"> • In Psychology, written exam or presentation or case study • In Rhetoric and Communication, ungraded presentation(s) <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing the examination at least with the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods:</p> <ul style="list-style-type: none"> • Psychology: seminar-based teaching and module-based exercise; online teaching also possible • Rhetoric and Communication: seminar; can also be held online <p>Learning methods: Seminar-based teaching, guided independent study, exercises in individual and group work, role plays, video feedback, reflection</p>
Person responsible for the module	
Learning outcomes	<p>Within the framework of Psychology, students acquire a basic understanding of psychology that enables them to recognise their own and others' needs, attitudes and intentions at an early stage and to react to them appropriately. They train their imagination for possible effects of their own behaviour and learn to shape their own behaviour more consciously. They become sensitive to cultural influences on perception and behaviour.</p> <p>Within the framework of Rhetoric and Communication, the focus is on improving individual communication skills and self-confidence. The students learn how to confidently handle presentation,</p>

	<p>moderation and visualisation techniques. At the same time, they develop an awareness of cultural sensitivity and the effect of their own behaviour.</p>
Teaching content	<p>Psychology is about the psychology of travel and travellers, as well as specific aspects of social psychology:</p> <ul style="list-style-type: none"> • Social aspects of perception and attribution • Attitudes, stereotypes and discrimination • Self-perception and perception by others of individuals and groups (causes of systematic distortion of perception) • Groups, group behaviour and social roles • Travel expectations, needs and satisfaction • Social interaction in 'foreign' contexts (between tourists and local residents) <p>In all the aspects mentioned, possible cultural differences or influences are explicitly named and taken into account.</p> <p>The following topics are covered within the framework of Rhetoric and Communication:</p> <ul style="list-style-type: none"> • Body language • Communication psychology and communication models • Presentation • Moderation • Chairing discussions and conversation techniques • Coaching • Mediation <p>The aim is capacity building. In doing so, the knowledge and competences taught are always considered embedded in their cultural context with regard to their external impact, and necessary adaptations to other cultural contexts are taken into account.</p> <p>Module-based exercise</p> <p>The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. This takes place via:</p> <ul style="list-style-type: none"> • learning units posted on the university's own learning platform Aulis, as well as • the establishment and supervision of a discussion forum on the learning platform, where students' questions are dealt with according to the learning progress.
Literature	<p>The current literature list is made available to the students at the beginning of the semester.</p>

Lecturer	Courses	SCH
cf. course catalogue	Psychology	2
ditto	Rhetoric and Communication	2
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Foreign Languages I: Spanish or French or Portuguese or Indonesian**

Module code	1.5
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Semester	Semester 1
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56
Independent study in hours	124
Requirements for participation	No previous language skills required
Recognised for	ISTM / International Degree Programme in Global Management (ISGM)
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Written exam or portfolio Examination duration: Written examination 120 minutes Prerequisite for passing the module: Passing the ungraded examination <i>Note: Students who at the start of their studies already have language skills relevant to their target region at level B1.1 and higher can have this certified by the language lecturers and take an alternative language module offered as part of the degree programme.</i></p>
Teaching and learning methods	<p>Teaching methods: language lessons, group lessons; online teaching also possible Learning methods: Independent study</p>
Person responsible for the module	Erwin Silaban
Learning outcomes	<p>Target level: A1 Reading: Students can understand familiar names, words and very simple sentences, e.g. on signs, posters or in catalogues. Listening: They can understand familiar words and very simple sentences that refer to themselves, their family or to concrete things around them, provided it is spoken slowly and clearly. Speaking: They can ask and answer simple questions, provided they are about immediately necessary things and about very familiar topics. Writing: They can write a short simple postcard, e.g. holiday greetings. They can write their name, address, nationality, etc. on forms, e.g. in hotels. Interaction: They can communicate in a simple way, but communication is entirely dependent on repeating, rephrasing or saying it more slowly. They can ask and answer simple questions, make and respond</p>

	to simple statements, provided they are about immediate needs or very familiar topics.
Teaching content	<p>Communicative learning outcomes: Spelling; using expressions to ensure comprehension; giving and asking information about people: age, profession, nationality, marital status. Evaluate characteristics of people; understand opinions and judgements about people; understand and give telephone numbers; describe holiday habits; state the existence and location of something; express inclinations and preferences; ask about the existence and price of a product and how to pay; understand and be able to react to body language; talk about habits; give advice and recommendations; buy food; place orders in a restaurant; describe and evaluate eating habits.</p> <p>Grammatical learning outcomes: Numbers; the definite article; demonstrative pronouns; affirmative/negative; present indicative of verbs. Reflexive verbs (position of the pronoun); impersonal constructions; the adjective. Frequency indications; adverbs of quantity; indications of order; justifications; interrogatives.</p> <p>Vocabulary: the names of the selected countries, the language-specific alphabet, age, nationality, marital status, education, profession, character traits. Kinship descriptions. Nationalities. Holidays and tourism, means of transport, the seasons, the city: buildings, facilities and services, accommodation. The names of months, holiday activities, shops and products, currencies, items of clothing, items of personal use and colours. Gifts, the body parts, physical activities, the days of the week, food and packaging, recipes and drinks.</p> <p>Texts: Notes and messages. Signs in supermarkets, shops and market stalls. Small newspaper advertisements. Internet pages. Short and simple interpersonal dialogues and conversations. Postcards. Forms and questionnaires.</p>
Literature	The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Indonesian	4
cf. course catalogue	Portuguese	4
Instituto Cervantes	Spanish	4
Institut Français	French	4

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Management II: Strategic Management and Marketing in Tourism**

Module code	2.1
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Semester	Semester 2
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Type of examination: Written exam Examination duration: 120 minutes Notes: The exam includes general questions to demonstrate in-depth knowledge and understanding. It requires discussion of cases to demonstrate the ability to discuss strategies Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture and exercises, discussion, case studies, group work, classroom attendance, guided independent study</p>
Person responsible for the module	
Learning outcomes	<p>Students have acquired in-depth knowledge of the most important theoretical approaches to strategic management and marketing and can present these at the basic and instrumental strategic level; they have understood, can assess and evaluate and compare the different concepts and are able to discuss alternatives in the choice of strategy; they can analyse, assess and evaluate examples of basic strategic orientations and the marketing strategies of tourism enterprises.</p>
Teaching content	<p>The focus is on processual management and marketing planning:</p> <ul style="list-style-type: none"> • Methods of market, competition, company and social analysis of the strategic pre-operative situation • Methods of forecasting and strategic foresight

- Derivation from basic strategies (strategic alternatives, brand policy/branding)
- Instrumental strategies / marketing instruments
- Management and control

2. Module-based exercise

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. This takes place via:

- learning units posted on the university's own learning platform Aulis, as well as
- the establishment and supervision of a discussion forum on the learning platform, where students' questions are dealt with according to the learning progress.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Strategic Management and Marketing in Tourism	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Business Administration II: Managerial Accounting, Controlling**

Module code	2.2
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Semester	Semester 2
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Portfolio Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: seminar-based teaching and module-based exercises, visualisation techniques, group and individual feedback; online teaching also possible Learning methods: Classroom attendance, guided independent study, exercises in individual and group work
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	After completing the part on Managerial Accounting , students will be able to: <ul style="list-style-type: none"> • present the basic tasks and methods of managerial accounting and understand them in their relation to real situations • apply the methods to simple analysis and decision-making situations in a practice-oriented manner and assess them in standard situations • assess the significance and reliability of alternative accounting concepts • apply common working and learning techniques to abstract contents and acquire further knowledge independently from relevant sources In the part on Controlling : the students ... <ul style="list-style-type: none"> • learn the basic controlling concepts and the importance of controlling for the operational process

- know different accounting theories
- are able to critically reflect on the behavioural scientific foundations of controlling in particular
- know the most important terms and the historical development of controlling
- can classify controlling in operational accounting and establish the relationship to internal and external accounting
- know about the importance of information acquisition as well as supply and processing for controlling
- know the most important indicators and indicator systems and can calculate them themselves
- know the problems of transfer prices and methods for their determination
- know about the problems of planning and control
- can distinguish between strategic, tactical and operational planning and control and know the most important instruments in each case. The students master the basic application of individual instruments
- are able to critically examine their role as potential subjects and objects of operational controlling.

Teaching content

After a general introduction to business accounting, economic efficiency-control and decision support are developed as basic tasks of **managerial accounting**. For this purpose, the sub-areas of cost type, cost centre and cost unit accounting with their special purposes, possibilities and limitations are dealt with and the handling of these is practised with numerical examples. The accounting concepts of full and partial cost accounting as actual and planned cost accounting are taken into account as well as the modern approaches of process and target cost accounting in an overview.

The historical development of **controlling** is shown and its emergence from business practice is discussed. The lack of a uniform theory is explained as well as the existence of various current controlling concepts. The behavioural-science foundations of controlling, including the human problems of information acquisition and processing and human planning and control behaviour, are taught as well as various accounting theories. The reference to external and internal accounting is established. Basic ratios and ratio systems are introduced and their application is practised. The transfer pricing problem is analysed. Basic questions and instruments of planning and control in their various temporal dimensions (strategic, tactical, operational) are dealt with together with examples of their application. The various possible applications of information technologies in controlling are dealt with. An attempt is made to make clear to the students their potential role as subjects and/or objects of controlling and to encourage them to reflect critically on these possible roles. Research results on factors that promote and inhibit motivation are also incorporated.

2. Module-based exercise

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. Case studies adapted to the learning progress are also used.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Managerial Accounting, Controlling	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Economics: Microeconomics, Macroeconomics and International Economic Relations**

Module code	2.3
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Semester	Semester 2
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Type of examination: Written exam Examination duration: 120 minutes Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture with discussion and supplementary exercises, guided independent study</p>
Person responsible for the module	Prof. Dr Detlef Aufderheide
Learning outcomes	<p>After completing the module, the participants know the most important economic terms and can use them in the professional context. They have gained an overview of alternative explanatory models from a microeconomic and macroeconomic perspective and can apply these to concrete problems and discuss them in terms of their significance. They have gained basic knowledge of important problem areas of national and European economic policy and can classify possible actions of different actors.</p>
Teaching content	<p>Microeconomics Basic concepts of economics, basics of consumption, production and cost theory, presentation of selected models of price theory and their significance for pricing policy in markets, forms and effects of state intervention in the market. Macroeconomics Introduction to the basics of macroeconomic theory, presentation and discussion of alternative explanations of the function of goods, money</p>

and labour markets. Introduction to economic policy with a focus on business cycle and monetary policy; supplemented by a brief overview of problem areas in labour market policy and public finances.

3. Module-based exercise

The module-based exercise serves to impart transfer knowledge and to prepare for the exam. Exercises and case studies are worked on according to the students' learning progress. To ensure learning success, the described contents of the module are practised and trained. This takes place via:

- exercises with sample solutions in the distributed module script
- case studies with solutions posted on the university's own learning platform Aulis as well as
- the establishment and maintenance of a discussion forum on the learning platform

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Economics: Microeconomics, Macroeconomics and International Economic Relations	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **National and International Business Law**

Module code	2.4
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Semester	Semester 2
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Type of examination: Written exam Examination duration: 120 minutes Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Guided independent study, exercises in individual and group work, case study processing.</p>
Person responsible for the module	Prof. Dr Lydia Scholz
Learning outcomes	<p>Students have acquired the following competences after completing the module:</p> <ul style="list-style-type: none"> • Basic professional competence regarding business law for contract practice and conflict resolution • Methodological competence: Competence to recognise corresponding legal problems of economic practice at an early stage and to include them in the planning of management options for action. • Decision-making competence to answer the question of whether simple legal problems can be solved without the involvement of professional legal help or whether such help is needed. • Communication skills with lawyers or legal departments and thereby social competence with regard to being able to argue in interdisciplinary groups and contexts • By learning the techniques for case processing, competences are acquired for the individual to independently design work processes in a defined and reflective manner.

Teaching content

National business law

- Introduction to Civil Law and the Legal Method
- General doctrine of legal transactions including general terms and conditions
- Contract and ownership
- Non-performance under contractual law

Fundamentals of international business law

- International economic organisations and their regulations using the example of the WTO
- European law
- Private International Law and Unification of Law (CISG)
- Incoterms and international contractual practice

The reference to tourism and travel law is made as appropriate. The example of travel contract law impressively illustrates the international European dimension of legal development.

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	National Business Law	2
cf. course catalogue	International Business Law	2
ditto	Module-based exercise	2 x 0.5

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Foreign Languages II: Spanish or French or Portuguese or Indonesian**

Module code	2.5
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Semester	Semester 2
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56
Independent study in hours	124
Requirements for participation	Level A1
Recognised for	ISTM / International Degree Programme Global Management (ISGM)
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Written exam or portfolio Examination duration: Written examination 120 minutes Prerequisite for passing the module: Passing the ungraded examination <i>Note: Students who at the start of their studies already have language skills relevant to their target region at level B1.1 and higher can have this certified by the language lecturers and take an alternative language module offered as part of the degree programme.</i></p>
Teaching and learning methods	<p>Teaching methods: language lessons, group lessons; online teaching also possible Learning methods: Independent study, homework</p>
Person responsible for the module	Erwin Silaban
Learning outcomes	<p>Target level: A2.1 Reading: Students can read very short, simple texts. They can find easy to follow information in simple everyday texts (e.g. advertisements, brochures, menus or timetables). Listening: They can understand single sentences and the most common words (e.g. very basic personal and familial information, shopping, work and local area). They understand the essence of short, clear and simple messages and announcements. Speaking: They can give a description of people, living or working conditions, daily routines, likes or dislikes, etc. in short, list-like sequences of simple phrases and sentences. Writing: They can write a range of simple phrases and sentences, using connectors such as <i>and</i>, <i>but</i> or <i>because</i>. They are able to write simple sentences about their own family, circumstances, educational background and current or previous occupation.</p>

Interaction: They can communicate in simple, routine situations involving an uncomplicated and direct exchange of information about familiar routine matters related to work and leisure. They can have very short conversations, but still barely understand enough to keep the conversation going.

Teaching content
(Example of Spanish)

Communicative learning objectives:

Understanding information about personal background and job advertisements. Naming the advantages and disadvantages of different professions. Giving and understanding information about professional profiles. Buying food. Measurements and weights. Asking for details about a food dish. Writing down and explaining a recipe. Understanding how to refer to places on an itinerary and future actions. Important phrases for the hotel. Describing a city. Social contacts during a visit: greetings, introducing people, farewells, social rituals. Understanding descriptions of a flat. Describing the way to an address. Asking and giving permission. Important phrases for talking on the phone.

Grammatical learning objectives:

The perfect tense of regular verbs, irregular participles, other frequency indications, weights and measures, differentiated quantity indications, means of transport, future forms, comparisons, imperative.

Vocabulary: Job titles. Personal data and work experience. Aptitudes and skills. Work history: education, languages, work experience, personal qualities and skills. Food and packaging. Means of transport, opening hours, buildings and facilities. Hotel accommodation. Abbreviations for addresses. The flat, the city: addresses and means of transport.

Texts: Newspaper advertisements, conversations, radio broadcasts, recipes, restaurant menu, shopping list, newspaper interview, information texts about two cities, questionnaires.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Indonesian	4
cf. course catalogue	Portuguese	4
Instituto Cervantes	Spanish	4
Institut Français	French	4

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Management III: Market Research and Marketing in Tourism**

Module code	3.1
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Semester	3rd semester
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	Passed Module 2.1
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Portfolio: Written presentation of the research process (case study with own empirical parts) and the research results including a clear presentation of selected materials; or term paper or project work (report).</p> <p>Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: independent study, exercises in individual and group work, case study with own empirical parts</p>
Person responsible for the module	
Learning outcomes	<p>Students have acquired basic knowledge of the most important strategic analysis tools used to select and work on market segments and can apply some of these themselves.</p> <p>They can discuss examples of market entry opportunities and threats, competently derive positioning goals and make instrumental strategic marketing decisions.</p> <p>Students understand the importance of information systems in strategic management and marketing and can apply basic functions of these systems.</p>
Teaching content	<ul style="list-style-type: none"> • Research methods • Market research process (data acquisition, data collection, forecasting methods) • Development of marketing strategies based on market research results

- Information system-supported processing and presentation of research results and strategic objectives

Module-based exercise

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. This takes place via:

- learning units posted on the university's own learning platform Aulis, as well as
- the establishment and supervision of a discussion forum on the learning platform, where students' questions are dealt with according to the learning progress.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Market Research and Marketing in Tourism	4
cf. course catalogue	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Business Administration III: Investment, Financing, Taxation and Accounting**

Module code	3.2
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Semester	Semester 3
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Type of examination: Written exam Examination duration: 120 minutes Prerequisite for passing the module: Passing the examination at least with the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Guided independent study, exercises in individual and group work, visualisation techniques, group and individual feedback discussions.</p>
Person responsible for the module	Prof. Dr Stephan Abée
Learning outcomes	<p>After completing the module, participants can...</p> <ul style="list-style-type: none"> • name the basic methods of static and dynamic investment appraisal, apply them to investment decisions and assess them in standard situations – also by taking uncertainty and taxes into account • create and evaluate a capital requirement plan. In doing so, participants can optimise both the capital structure and the cost of capital • assess and select suitable sources of financing from the variety of financing instruments existing on the capital market according to the situation • prepare annual financial statements in accordance with commercial and tax law and carry out an indicator-based analysis of the annual financial statements
Teaching content	In the financial management section, students learn...

- the static and dynamic procedures of investment appraisal in the case of security and uncertainty
- the influence of taxes on investment decisions
- the forms of financing (external, internal, debt, equity financing and selected special forms) the instruments of financial planning and analysis. Above all, the interdependencies between investment and financing decisions are emphasised.

The accounting section serves to teach the basics of annual financial statement policy as well as annual financial statement analysis. It also provides an insight into the consolidated financial statements and international accounting standards.

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. This takes place via:

- learning units posted on the university's own learning platform Aulis, as well as
- the establishment and supervision of a discussion forum on the learning platform, where students' questions are dealt with according to the learning progress.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Investment, Financing	2
cf. course catalogue	Taxation and Accounting	2
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Management IV: Information Systems and E-Business in Tourism**

Module code	3.3
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Semester	Semester 3
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Term paper or project work (report) or portfolio Prerequisite for passing the module: Passing the examination at least with the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Classroom attendance, guided independent study, exercises in individual and group work, case study processing
Person responsible for the module	
Learning outcomes	After completing the module, the students have acquired in-depth knowledge of the most important functions and possible applications of information and communication technology in the tourism industry; they have developed an understanding of the possibilities and limitations of e-commerce, e-business as well as e-procurement and are able to design technology-based solutions for entrepreneurial challenges in the field of tourism.
Teaching content	The course focuses on the development and framework conditions of information and communication technology, as well as the possibilities and limitations of e-commerce, e-business and e-procurement. The participants will be familiarised with the adequate application of technologies in tourism, up to the development and practical utilisation of e-solutions for tourism enterprises and tourism destinations.
Literature	The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Information Systems and E-Business in Tourism	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Environmental Awareness and Social Responsibility: Sustainable Development, Ethics and Corporate Social Responsibility**

Module code	3.4
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Semester	Semester 3
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: One examination in each of the two courses, which should cover both subject and transfer knowledge: Oral examination, paper, presentation, written assignment or written examination.</p> <p>Notes: The forms of examination in the two courses must be different from each other. The total scope of both examinations should correspond to and not exceed the scope of a single module examination.</p> <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing both examinations at least with the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: Lecture, discussion, individual and group work, case studies; role plays, (cultural) simulations; educational films; independent study of the literature</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	<p>The teaching and learning objectives of this module are to impart the following subject-specific, methodological and key competences. The students should ...</p> <ul style="list-style-type: none"> • know, understand, analyse and discuss different points of view in the two thematic focus areas of 'sustainability' and 'business ethics'. • be familiar with different paradigms, dimensions, theories, concepts, models, strategies, discussion approaches, applications, implementations and policies in the two focus areas.

	<ul style="list-style-type: none"> develop and train their awareness, intercultural knowledge and communication skills with regard to the two main topics of 'sustainability' and 'business ethics'. <p>Furthermore, the students should ...</p> <ul style="list-style-type: none"> have further improved their presentation and discussion skills have further developed their analytical, critical, creative and innovative capacities
Teaching content	<p>The module can be offered in two – self-contained – courses with the respective focus on sustainability and ethics, or as one coherent teaching unit. The content focuses on paradigms, dimensions, theories, concepts, models, strategies, discussion approaches, applications, implementations and guidelines in the areas of</p> <ul style="list-style-type: none"> sustainability, sustainable (tourism) development and management corporate sustainability; corporate social responsibility (CSR) environmental ethics; business ethics and resulting global issues moral reasoning, moral monism vs. pluralism sustainability, ethics and law
Literature	<p>The current literature list is made available to the students at the beginning of the semester.</p>

Lecturer	Courses	SCH
cf. course catalogue	Sustainable Development, Ethics and Corporate Social Responsibility	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Foreign Languages III: Spanish or French or Portuguese or Indonesian**

Module code	3.5
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Semester	3rd semester
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56
Independent study in hours	124
Requirements for participation	Level A2.1
Recognised for	ISTM / ISGM

Form of examination / duration (prerequisite for the award of credit points)
Form of examination: Written exam or portfolio
Examination duration: Written examination 120 minutes
Prerequisite for passing the module: Passing the ungraded examination
Note: Students who at the start of their studies already have language skills of level B1.1 and higher relevant to their target region can have this certified by the language lecturers and take an alternative language course offered as part of the degree programme.

Teaching and learning methods
Teaching methods: language lessons, group lessons; online teaching also possible
Learning methods: Independent study, written assignment

Person responsible for the module
 Erwin Silaban

Learning outcomes
Target level: A2.2
Reading: Students can understand very short, simple texts on familiar, concrete topics using common every day or work-related language. They can understand short, simple professional letters. They can understand basic types of standard and routine letters and faxes on familiar topics (such as enquiries, orders, order confirmations, etc.).
Listening: They understand enough to be able to meet concrete needs, provided that they are spoken clearly and slowly. You can understand individual sentences and the most common words (e.g. very basic information about work, the city and immediate surroundings). They understand the essence of short, clear and simple messages and announcements.
Speaking: They can describe in a series of sentences and by simple means e.g. their housing situation, their education and

their current or last job. They can describe plans and agreements, habits and everyday activities, and talk about past activities and personal experiences.

Writing: They can write connected sentences about everyday aspects of their own environment, such as people, places, a job or study experiences. They can write a very simple personal letter, e.g., about a holiday or study experiences.

Interaction: They can communicate relatively easily in structured situations and short conversations, provided the interlocutors help if necessary. They can manage simple routine conversations without undue effort; they can ask and answer questions and exchange thoughts and information on familiar topics in predictable everyday situations.

Teaching content
(Exemplified by the example of Spanish)

Communicative learning objectives: Comment on data from one's own life. Describe life circumstances in the past. Relate daily routines in the past. Structure a biographical text. Refer to historical conditions and circumstances. Giving and asking information about people. Describe differences and similarities between people, express feelings. Asking for information about preferences, personality and experiences. Describe learning experiences, recommend events, extend and cancel invitations. Informing about health, giving advice about health problems and how to avoid them. Giving questions and answers about general and health conditions.

Grammatical learning objectives: Past tenses, signal words for the past. Conditional. Questions on the lesson, polite commands, conditional sentences.

Vocabulary: Daily routine and everyday life, stages in a person's biography: age, education, professional and family life. Historical, political and social events. Adjectives and nouns to describe character. Human communication. Leisure: places and activities. Illnesses and accidents.

Texts: Biography, interview, text, conversations, notes with personal data, radio interview, film reviews, health card, prevention campaigns, etc.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Indonesian	4
cf. course catalogue	Portuguese	4
Instituto Cervantes	Spanish	4
Institut Français	French	4

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Management V: Operations Management in Tourism**

Module code	4.1
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Semester	Semester 4
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Report, case study, term paper, oral examination, portfolio, presentation, project work or term paper</p> <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: Classroom attendance, guided independent study, exercises in individual and group work, case study processing</p>
Person responsible for the module	
Learning outcomes	The students have in-depth knowledge of the most important instruments of operations management and can classify them in the overall company-related strategic planning and the connecting overall system. They have understood the differences between the instruments and can assess and evaluate operational management decisions. They are able to discuss alternatives when choosing strategies.
Teaching content	The module presents the most important fields of action and systematically networked process flows of operations management, whereby above all the dynamics and interactions of the classic elements within the tourism value chain are treated and discussed. In particular, sales and customer loyalty processes based on case studies of tour operators and travel agents, travel implementation processes as well as other supporting processes. Examples from the transport sector and destination management also come into play. Particular attention is paid to the complex management requirements of the overall system linking the individual fields of action; these are presented in particular with reference to cross-cutting issues.

In detail, the course focuses on the application of management instruments on the operational level such as product and price, quality, procurement, sales, yield and process management in the context of basic strategic goals of the organisation.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Operations Management (Tour Operators)	3
cf. course catalogue	Operations Management (Travel Agents)	1
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Learners' Company II: Practice-Based Project**

Module code	4.2
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Semester	Semester 4
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	Passed modules 1.1 / 1.2 / 1.4 and 2.1
Recognised for	ISTM and the International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Project work (report) Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Project and module-based exercise; online teaching also possible Learning methods: Project study
Person responsible for the module	Prof. Dr Renate Freericks (ISAF)
Learning outcomes	Students have developed an understanding of the tourism system and know how to assess the relevance of the different modules of the degree programme. They know and understand what management means and what it aims to achieve. They recognise which mosaic of management competences the overall degree programme offers.
Teaching content	The aim of the course is to implement the learned subject-related competences by adopting an interdisciplinary approach. Practical projects are worked on under interdisciplinary guidance. The content is linked to ISTM. The topics of the course vary in each academic year depending on the respective projects with leisure and tourism practice. The projects should be related to the focal points of leisure / tourism education, leisure / tourism planning or management. The projects available for selection are announced at the end of the previous winter semester.
Literature	The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Learners' Company II: Practice-Based Project	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **International Management I: Introduction to International and Intercultural Management in Tourism**

Module code	4.3
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Semester	Semester 4
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours in SCH	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: One examination in each of the two courses, which is intended to cover subject and transfer knowledge: Written assignment, oral examination, portfolio, presentation or paper</p> <p>Notes: In the course 'Introduction to Intercultural Management in Tourism', the examination shall not be a presentation, as this form of examination would restrict the space for interactive elements of the training. The forms of examination in the two courses must be different from each other. The total scope of both examinations should correspond to and not exceed the scope of a single module examination.</p> <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing both examinations at least with the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Imparting information and subject knowledge in the form of seminars and exercises</p> <ul style="list-style-type: none"> • International Management: seminar-based teaching and module-based exercise; online teaching also possible • Intercultural Management: seminar-based teaching and module-based exercise; online teaching also possible <p>Learning methods: Lecture, discussion, individual and group work, case studies, further interactive methods such as exercises, role plays and simulations, independent study of the literature.</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	Intercultural Management in Tourism

- Management & Culture
 - Students can describe the cultural context of their home country as well as that of their destination country and the associated different demands on management and situate themselves within it.
- Communication & Culture

Students learn to:

 - perceive 'culture' as an open, dynamic entity and can name the multifaceted richness of individual persons with regard to different cultural imprints
 - recognise the relativity of their own cultural imprint, can name the mechanisms for the development of prejudices and stereotypes and deal with prejudices more consciously
 - are able to explain the different cultural dimensions and can appropriately interpret different intercultural conflicts in professional and everyday life with the help of such cultural dimensions
 - can name different cultural rules of the game, can name verbal and non-verbal communication patterns and assign them to different cultural norms and rules
 - can use strategies to improve the handling of misunderstandings – such as meta-communication and active listening
 - are prepared for the possibility of culture shock and can name possible solutions to overcome culture shock
 - can distinguish between the different levels of intercultural competence; know options for action to overcome intercultural conflicts.

International Management in Tourism

- Knowledge and understanding of the theoretical foundations and dimensions of international tourism management
- Ability to analyse and evaluate aspects of corporate governance

Further learning outcomes

Furthermore, the students should

- have further improved their presentation and discussion skills
- have further developed their analytical, critical, creative and innovative capacities

Intercultural Management in Tourism

Management & Culture

- Avoiding intercultural conflicts in everyday business life

Communication & Culture

- Culture and cultural identity
- World models to explain intercultural conflicts, different approaches to interpreting cultural differences (e.g. Hall, Hofstede, Trompenaars, Lewis, Globe, Alexander Thomas, Sylvia Schroll-Machl).
- Pitfalls of one's own perception and communicative misunderstandings
- Dealing with prejudices and stereotypes
- The origin and course of culture shock
- Phases of intercultural competence
- Practising skills and strategies for conflict management

Dimensions of International Tourism Management

- International tourism management as a complex, open and adaptive system

- Influence and role of international tourism organisations
- Influence and role of the state
 - Economic policy aspects
 - International tourism strategies
- International tourism developments
 - Crises, global trends and changes
- International tourist flows and markets
 - Transport sector
 - Market segmentation
 - Marketing strategies
 - Visitor management
 - Socio-cultural effects
- Aspects of corporate governance
- Concepts of strategic orientation
- Strategies for the development of international business
- Forms of market entry strategies
- Cooperation and ownership strategies
- Competitive strategies
- Functional area strategies
- Management strategies in the political environment
- Measures for the coordination of international activities

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Intercultural Management in Tourism	2
cf. course catalogue	International Management in Tourism	2
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Management VI: Human Resource Management, Organisational Development and Specific Cultural Studies**

Module code	4.4
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Semester	Semester 4
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: One examination in each of the two courses, which should cover subject and transfer knowledge: Oral examination, portfolio, presentation or paper</p> <p>Notes: The forms of examination in the two courses must be different from each other. The total scope of both examinations should correspond to and not exceed the scope of a single module examination.</p> <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing both examinations at least with the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: Guided independent study, exercises in individual and group work, case study processing.</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	<p>Within the framework of Human Resource Management and Organisational Development, students are enabled to participate in the essential decisions surrounding human resource management. They recognise the importance of organisational structures for effectiveness and efficiency in the company.</p> <p>After successful completion of the Country-Country-Country-Specific Cultural Studies module, students have gained a sound knowledge of the politics, economy, culture and history of their host country, are prepared for specific problems in everyday life in the host culture and know what to expect when they get there.</p>
Teaching content	In Human Resource Management and Organisational Development , important aspects of human resource management are

explained. In terms of strategic approach, practical implementation and corresponding management systems, personnel behaviour, recruitment and performance are the focus of the course. Students learn about planning options, recruitment procedures, selection processes, training and further education systems, remuneration variants and incentive systems as well as group dynamics in theory and practical case studies.

Furthermore, aspects of organisational theory are incorporated into the course. The interaction of human resource management, organisational structure and design is reflected in the effectiveness and ultimately the success of the organisation. Students can identify, explain and apply these influences in a structured way within theoretical frameworks with the help of various case studies.

In **Country-Specific Cultural Studies**, students are specifically prepared for the one-year stay abroad. The module provides a sound knowledge of the politics, economy, culture and history of the respective target region/country. In addition, students should take away practical everyday knowledge about their country of departure. Encounters with customary literature, music and cuisine, as well as video clips will play a role here.

Module-based exercise

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the course according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. This takes place via:

- learning units posted on the university's own learning platform Aulis, as well as
- the establishment and supervision of a discussion forum on the learning platform, where students' questions are dealt with according to the learning progress.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Human Resource Management and Organisational Development	2
cf. course catalogue	Specific Cultural Studies Indonesia & Malaysia	2
cf. course catalogue	Specific Cultural Studies Brazil	2
cf. course catalogue	Specific Cultural Studies Latin America & Spain	2
cf. course catalogue	Specific Cultural Studies Australia, USA, Canada	2
cf. course catalogue	Specific Cultural Studies Europe, without Spain	2
cf. course catalogue	Specific Cultural Studies Southern Africa	2
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Foreign Languages IV: Spanish or French or Portuguese or Indonesian**

Module code	4.5
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Semester	Semester 4
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56
Independent study in hours	124
Requirements for participation	Level A2.2
Recognised for	ISTM / International Degree Programme in Global Management (ISGM)
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Oral examination Examination duration: 15 - 30 minutes Prerequisite for passing the module: Passing the ungraded examination <i>Note: Students who at the start of their studies already have language skills relevant to their target region of level B1.1 and higher can have this certified by the language lecturers and take an alternative language course offered as part of the degree programme.</i></p>
Teaching and learning methods	<p>Teaching methods: language lessons, group lessons; online teaching also possible Learning methods: guided independent study, written assignment</p>
Person responsible for the module	Erwin Silaban
Learning outcomes	<p>Target level: B1.1 Reading: Students can read simple non-fiction texts on topics related to their own interests and areas of expertise. They can grasp the main points in simple newspaper articles on familiar topics. Listening: They can understand the main points when spoken to in clearly articulated standard language about familiar things normally encountered in areas of work, education or leisure; they can also understand short narratives. Speaking: Can give a relatively fluent, simple and straight forward description of topics in their field of interest. They can reproduce simple stories or descriptions relatively fluently. They can give detailed accounts of their own experiences, describing their own feelings and reactions. Writing: They can write very short reports in a standard format, sharing factual information and giving reasons for actions. They can write</p>

	<p>straightforward, detailed descriptions on a range of different topics from their area of interest. They can write field reports describing feelings and reactions in a simple, coherent text.</p> <p>Interaction: Students can use a wide range of simple language resources to deal with most situations typically encountered when travelling. They can participate without preparation in conversations on familiar topics, express personal opinions and exchange information on topics that are familiar, of personal interest or relate to everyday life (e.g. family, hobbies, work, travel and current affairs).</p>
Teaching content	<p>Communicative learning objectives: Describe objects and devices: Usefulness, operation, shape, design, parts, components. Talking about household problems; descriptions of past actions; asking and giving information about the past; assessing probabilities; obtaining information about services. Evaluating companies and services. Talking about the future and making hypotheses. Expressing and representing opinions about texts; discussion basics: leading and conducting negotiations, disagreeing, etc.</p> <p>Grammatical learning objectives: Differentiated use of tenses, differences in the use of the past perfect and the imperfect; differences in past tenses, future tense of regular and irregular verbs; pronouns.</p> <p>Vocabulary: objects and devices of daily use; facilities, products and services: Companies, food and drink; household appliances, etc.</p> <p>Texts: Websites, talks, newspaper articles, advertisements: Radio programmes, press, excerpts from novels, event tips, interviews, travel and event catalogues.</p>
Literature	The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Indonesian	4
cf. course catalogue	Portuguese	4
Instituto Cervantes	Spanish	4
Institut Français	French	4

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Preparation for Stay Abroad: Tourism Studies and Tourism Industry**

Module code	5.1
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Semester Semester 5 (*brought forward to the 4th semester before the stay abroad semesters*)

Duration / Frequency 14 weeks / once a year

Module type Compulsory module

ECTS credit points 6

Student workload 180 hours

Contact hours 56 + 14

Independent study in hours 124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)

Requirements for participation

Recognised for ISTM

Form of examination / duration (prerequisite for the award of credit points) Both subject knowledge and transfer knowledge should be addressed:
Form of examination: Oral examination, presentation or term paper
Examination duration: Varies; depends on the form of examination
Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)

Teaching and learning methods **Teaching methods:** Seminar-based teaching and module-based exercises; online teaching also possible
Learning methods: Lecture, discussion, individual and group work, case study processing; independent study of the given literature

Person responsible for the module Prof. Dr Rupert Holzapfel

Learning outcomes The teaching and learning objectives of the part **Tourism Studies: Teaching, Research and Campus Culture** are to impart the following subject, methodological and key competences. The students should

- have carried out the organisational and content planning of the stay abroad programme
- have acquired knowledge about the target country and the foreign institution
- have acquired the necessary knowledge and skills to be able to successfully complete the intended studies in the foreign academic culture

Moreover, the students should ...

- have further improved their presentation and discussion skills

- have further developed their analytical, critical, creative and innovative capacities

After completing the part **Tourism Industry: Corporate Culture**, students have the competence to make strategic and operational decisions regarding the selection of their placement abroad. They have developed an understanding of the framework conditions of the tourism industry in the host country, can analyse the offer of potential placements and create an action plan for the placement search.

Teaching content

The **preparation for the stay abroad** includes the comprehensive organisational and content planning of the proposed studies at the foreign institution. The students work largely independently under guidance and communicate their questions and solutions to problems in the group. Students who have already completed their studies abroad are also included.

The **module-based exercise** serves to discuss typical study conditions at the respective host institution. Here, too, the experiences of students who have completed their studies abroad are taken into consideration. If possible, students and lecturers from the respective colleges or universities are also included.

The course content in preparation for studying abroad can basically be divided into two areas:

1. Country-Specific Cultural Studies

Themes covered include politics, economics, culture and history, everyday life, art, milieus, corporate culture, job application culture, rules and taboos relevant to everyday life in the respective countries and regions.

2. Tourism Studies: Teaching, Research and Campus Culture

Range of topics: General education and higher education landscape, teaching and research, as well as special preparation for living and studying at the foreign university, e.g. lecturer/student ratio, university profile, choice of courses, housing, tourism geography and leisure opportunities, etc.

Preparation for the placement abroad requires comprehensive organisational and content-related planning. In the process, the students work largely independently under guidance and communicate their questions and solutions to problems in the group. Advanced students who have already completed a placement abroad are included.

The module-based exercise serves to discuss typical problems of placements in the respective target region. The experiences of students who have completed their placement there are taken into consideration. If possible, students and lecturers from the region in question are also included.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Teaching, Research and Campus Culture; Corporate Culture	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Study Abroad I-IV**

Module codes	5.2 – 5.5
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Semester	Semester 5
Duration / Frequency	4x approx. 15 sessions; the exact time frame depends on the respective host institution abroad
Module type	4 compulsory modules
ECTS credit points	4x6 (For institutions outside the Bologna Region, ECTS recognition is done by conversion according to the SCH (Semester Contact Hours) load, taking into account specific local conditions, i.e. internal regulations at the respective host institution).
Student workload	4 x approx. 180 hours; the exact workload depends on the respective host institution.
Contact hours	4 x approx. 60; the exact workload depends on the respective host institution
Independent study in hours	4 x approx. 120; the exact workload depends on the respective host institution
Requirements for participation	Successful completion of modules totalling at least ninety ECTS credits, including the module 'International Management I' (module code 4.3), all foreign language modules of the first four semesters (module codes 1.5, 2.5, 3.5 and 4.5) as well as the modules 'Management VI: Human Resource Management, Organisational Development and Country-Specific Cultural Studies' (module code 4.4) and 'Preparation for Stay Abroad: Tourism Studies and Tourism Industry' (module code 5.1).
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	Coursework and examination criteria are determined by the respective host institution. In order to compensate for differences in assessment and assessment scales at foreign institutions, the grading of examinations taken abroad or any ungraded examinations is not included as a grade but only as a 'pass' in the student's degree certificate and thus has no influence on the grade point average of the degree programme. Modules that have not been passed must be repeated abroad by means of repeat examinations or re-enrolment. One module must be passed in each of the four areas and a total of 24 ECTS must be acquired in the study abroad programme.
Teaching and learning methods	Module-specific teaching and learning methods as well as the language of instruction are determined by the respective host institution.
Person responsible for the module	Academic supervision: Prof. Dr Rupert Holzapfel Organisational support: International coordinator team at the Center for International and Business Affairs (ZIP)
Learning outcomes	Proving oneself in the academic culture of the hosting partner university by studying in the respective language;

	Module-specific learning outcomes are set by the respective host institution.
Teaching content	<p>Module-specific teaching content is determined by the respective host institution.</p> <p>Four modules, three of which fit into the ISTM curriculum as electives in terms of content, are chosen from the following areas:</p> <ol style="list-style-type: none"> 1. Module 5.2 Tourism Management 2. Module 5.3 Cultural Studies 3. Module 5.4 Tourism Geography 4. Module 5.5 Compulsory but freely elective module. The fourth module can thus be freely chosen and is intended to promote transfer knowledge, the pursuit of personal interests and flexibility on the labour market as well as career building. In terms of civic participation, this module can also include, by arrangement, voluntary and honorary work with a non-profit organisation, a social institution or, for example, within the framework of development aid. As with the other modules abroad, the time required should be 180 hours. <p>Ungraded examination (HSB):</p> <p>During the stay abroad, intercultural analyses and case studies of everyday life, university studies and leisure time that deviate from one's own culture or the contents of the preparatory training are to be recorded in the form of short reports, so-called 'cases'. Alternative courses of action or possible solutions are to be shown or discussed. These short reports/cases are part of the (ungraded but required) examination in Module 6.5.</p> <p>During the stay abroad, the ungraded examination 'stay abroad report' for module 6.5 should be prepared. This preparation can take place in the form of short 'notes' or also informally as a diary, as the actual examination is only to be taken after the completion of the stay abroad.</p>
Literature	Current literature lists for the corresponding elective modules should be provided to the students by the respective host institution at the beginning of the semester.

Lecturer	Courses	SCH
Lecturers at the respective foreign university or institution	Four courses according to the chosen elective subjects	4 x approx. 4-5

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Practical Placement Abroad**

Module code	6.1 – 6.4
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Semester Semester 6

Duration / Frequency 20 weeks

Module type Compulsory modules

ECTS credit points 24

Student workload 20 weeks, usually 8 hours x 5 days

Contact hours 20 weeks, usually 8 hours x 5 days

Independent study in hours

Requirements for participation Successful completion of modules totalling at least ninety ECTS credits, including the module 'International Management I' (module code 4.3), all foreign language modules of the first four semesters (module codes 1.5, 2.5, 3.5 and 4.5) as well as the modules 'Management VI: Human Resource Management, Organisational Development and Country-Specific Cultural Studies' (module code 4.4) and 'Preparation for Stay Abroad: Tourism Studies and Tourism Industry' (module code 5.1).

Recognised for ISTM

Form of examination / duration (prerequisite for the award of credit points) The completed placement is recognised as an ungraded examination.

Teaching and learning methods Placement

Person responsible for the module

Learning outcomes Students are able to take on work tasks in companies and organisations in their future professional field as independently as possible. In addition to working in business management areas, they can communicate in companies in the relevant foreign language and reflect on and assess the economic, cultural and social conditions of the country in question.

Teaching content The specific teaching content depends on the respective placement provider. In principle, the content of the placement must correspond to the job description of the degree programme. It must include challenging activities, if possible, also from the management sector. In addition to areas of work in business administration, students should, if possible, also be assigned to areas of work that require

communication in the foreign language in question and call for consideration of the economic, cultural and social conditions of the country in question.

Placements should be in companies whose tasks require the permanent deployment of employees with business and tourism-related training or comparable qualifications.

Suitable areas of work for students to work in during the practical placement include, for example, tour operators and travel agents, airport and congress management, municipal tourism management.

Literature

Lecturer	Courses	Weeks
Employees of the respective host company	Practical Placement Abroad	20

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **International Management II: Reflection on International and Intercultural Aspects of the Studies and Practical Placement Abroad**

Module code	6.5
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Semester	Semester 6 (<i>takes place in the 7th semester after the stay abroad semesters</i>)
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Duration / Frequency	14 weeks / once a year
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Module type	Compulsory module
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ECTS credit points	6
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Student workload	180 hours
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Contact hours	56 + 14
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Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
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Requirements for participation	Successful completion of stay abroad year (study and practical placement)
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Recognised for	ISTM
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Form of examination / duration (prerequisite for the award of credit points)	<p>Three ungraded examinations that must be completed and passed:</p> <ol style="list-style-type: none"> Stay abroad report The stay abroad report summarises the experiences and learning progress made during the studies and practical placement abroad. 'Cases' During the stay abroad, intercultural analyses and case studies of experiences of everyday life, studies, placements and leisure time that deviate from one's own culture or the contents of the preparatory training, the management theories taught in Bremen or practical experiences in Germany are to be recorded and presented in the form of short reports or with the help of other media, as so-called 'cases'. Alternative courses of action or possible solutions are to be shown or discussed. Presentation of the experience abroad (including preparation and follow-up) at the Infobörse Ausland (International Day)
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Teaching and learning methods	<p>Teaching methods: Seminar and module-based exercise and/or block courses, guided independent study</p> <p>Learning methods: Lecture, discussion, individual and group work, case studies; independent study of the given literature</p>
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Person responsible for the module	Prof. Dr Rupert Holzapfel
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Learning outcomes	The summary, evaluation and presentation of the experiences made and learning progress in the stay abroad report and during the International Day as well as the recording, evaluation and presentation of the 'cases' should make the individual significance of the stay abroad
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visible. After completing the module, the students should have the competence to assess the significance of the stay abroad for their personal development and be able to draw conclusions from it.

Further learning outcomes

Moreover, the students should

- have further improved their presentation and discussion skills
- have further developed their analytical, critical, creative and innovative capacities

Teaching content

The follow-up of the stay abroad includes the guided preparation of the **stay abroad report**, the guided collection, evaluation and presentation of the '**cases**' as well as the preparation of the presentation of the experiences abroad (including preparation and follow-up) at the **International Information Exchange Day**.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Reflection on International and Intercultural Aspects of the Studies and Practical Placement Abroad	4
cf. course catalogue	Module-based exercise (evaluation of ISTM	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **International Management III: Advanced International and Intercultural Management in Tourism**

Module code	7.1
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours
Contact hours in SCH	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	Successful completion of stay abroad year (study and practical placement)
Recognised for	ISTM
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Both subject and transfer knowledge should be demonstrated: Oral examination, paper, presentation, term paper Note: If this module is offered in two courses (International Management in Tourism / Intercultural Management in Tourism), an examination is expected in each of the two courses, which should cover subject and transfer knowledge. The forms of examination in the two courses must be different from each other. The total scope of both examinations should correspond to and not exceed the scope of a single module examination.</p> <p>Examination duration: Varies; depends on the form of examination Prerequisite for passing the module: Passing the examination(s) with at least the grade 'sufficient' (4.0).</p>
Teaching and learning methods	<p>Teaching methods:</p> <ul style="list-style-type: none"> • International Management: Seminar-based teaching and module-based exercise; online teaching also possible • Intercultural Management: Seminar-based teaching and module-based exercise; online teaching also possible <p>Learning methods: Lecture, discussion, individual and group work, case studies, evaluation and reflection, independent study of the literature.</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	<p>As integral components of a follow-up abroad (re-integration), intercultural management learning outcomes comprise three levels:</p> <ol style="list-style-type: none"> 1. the level of consciousness 2. the level of knowledge

3. and the level of coping skills

The teaching and learning objectives of broadening awareness and knowledge as well as acquiring coping skills are pursued by teaching the following subject, methodological and key competences.

Intercultural Management in Tourism

The course Intercultural Management in Tourism is a consolidation of the sub-area Intercultural Communication (Module 4.3). The focus is on culture-specific differences in management. The students

- learn to analyse and appropriately interpret different culture-related strategies and approaches in different management areas (corporate culture, personnel management, negotiation, marketing, team building, project management, etc.) in case studies and in relation to their own experience
- are able to apply communication techniques and coping strategies to deal with intercultural conflicts in business start-ups, company mergers, negotiations, personnel management, in project management and in the development of marketing strategies in international areas of work.

International Management in Tourism

The course International Management in Tourism is a consolidation of the sub-area International Management (Module 4.3).

Follow-up abroad (re-integration)

An optimal stay-abroad experience does not end with preparation for the stay abroad, but also includes reintegration after the year abroad.

The students

- have worked through and coped with a possible counter-culture shock that is to be expected after a longer stay abroad
- have analysed and theoretically evaluated their experiences abroad
- are able to use subject and transfer knowledge gained abroad as well as other acquired competences advantageously in their working and everyday lives
- can pass on relevant knowledge about the year abroad to following semester cohorts in the form of presentations and discussion forums (primarily at the **International Information Exchange Day**, which takes place within the framework of module 6.5)

Further learning outcomes

Moreover, the students should

- have further improved their presentation and discussion skills
- have further developed their analytical, critical, creative and innovative capacities

Teaching content

Building on (theoretical) competences, in this module the acquired theoretical knowledge and the practical experience abroad are now followed by the transfer to in-depth theoretical competences. Focal points in teaching:

Intercultural management

- in-depth discussion and reflection of intercultural aspects of tourism management
- Culture-specific effects on corporate cultures and structures in an international context
- Methods and strategies to avoid intercultural conflicts in everyday business life
- Conducting negotiations in an intercultural context
- Intercultural aspects of personnel management

- Intercultural marketing
- Intercultural project management
- Multicultural teams
- Culture-specific conflicts between men and women
- Qualities and skills needed to achieve intercultural competence

Follow-up abroad (reintegration)

Part of the follow-up abroad is a **returnee workshop**. The module-based exercise is intended to help students to undertake critical self-evaluation and self-reflection. As an integral part of the follow-up abroad, the **returnee workshop** includes the following

- Evaluation of experiences made, incl. the 'cases' (cf. ungraded examination in module 6.5)
- Coming to terms with the contra culture shock
- Transfer of experience to studies or future professional life
- Positive presentation of intercultural experience in job interviews
- Sharing knowledge and experience with lecturers and students

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Specialisation in International Management in Tourism	2
cf. course catalogue	Advanced Course in Intercultural Management in Tourism	2
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module designation: **Compulsory Elective Area I**

Module code	7.2
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	<p>Form of examination: Written examination, presentation with paper, written assignment, oral examination, presentation or case study</p> <p>Duration of examination: If written examination: 90 minutes</p> <p>Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: Lecture, discussion, individual and group work, textual analysis, observation</p>
Person responsible for the module	Prof. Dr Renate Freericks (ISAF) / Prof. Dr Rainer Hartmann (ISAF) / Prof. Dr Rupert Holzapfel (ISTM)
Learning outcomes	See detailed descriptions and explanations of the individual elective courses mentioned above.

Teaching content

In this module, students should acquire in-depth and supplementary knowledge in the management of individual segments and associated professional fields in the leisure and tourism industry. For this purpose, the students choose a four-hour offer from the compulsory elective courses. It is also possible to choose a management module from another degree programme offered at HSB, if approved by the examination board. The following compulsory elective modules are available for selection:

7.2.1 City Marketing and Destination Management

7.2.2 Event Management

7.2.3 Airport and Airline Management

7.2.4 Sports and Health Management

7.2.5 Hotel Management and Resort Planning

7.2.6 Cultural Policy and Management

7.2.7 Contemporary Topics

7.2.8 Elective from another degree programme

The contents of these individual elective modules are described **separately on the following pages**.

Literature

The current literature lists are made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Compulsory Elective Area I	4 each
ditto	Module-based exercise	1 each

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area I: City Marketing and Destination Management**

Module code	7.2.1
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Presentation Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible
Person responsible for the module	Prof. Dr Rainer Hartmann
Learning outcomes	<p>After completing the module, students have the following <i>subject and methodological competences</i>:</p> <p>1. City Marketing Knowledge of the basics of city marketing / management and the related practical knowledge; Ability to analyse and assess the origin, goals and process of a city marketing process; Grasp the framework conditions and environment of city marketing as a holistic approach, and thus also be able to assess the possible factors for the success or failure of city marketing; Ability to apply the strategic and operational repertoire of actions acquired in the module for city marketing.</p> <p>2. Destination Management Students should be able to define the three management levels and the tasks of the individual phases (stages) in the marketing cycle. They should know and be able to apply the most important instruments and working techniques, but always keeping in mind the limitations of</p>

interpretation and applicability. Furthermore, they should be able to recognise the special tasks of destination management that go beyond the general management tasks.

1. City Marketing

Based on the most important theoretical principles, a complete city marketing process is run through as a case study. Starting with the analysis phase (incl. methods) through the development of (city) mission statements to the implementation of measures and the institutionalisation of city marketing on site. Practical examples are used when dealing with each individual phase. In addition, special topics such as city marketing in international comparison (incl. business improvement districts), branding and, last but not least, controlling in city marketing will be touched upon.

2. Destination Management

After the introductory clarification of the destination concept, the three management levels (normative, strategic, operational) must first be differentiated and dealt with in their respective functions. Subsequently, the general marketing cycle model with its phases is to be transferred to tourism.

Teaching content

The abundance of management and marketing techniques – assigned to the individual phases – is to be worked through systematically:

- Stocktaking (destination, market and environment analysis with the respective instruments) and strategic diagnosis (strengths/weaknesses and life cycle analysis)
- Goal-setting functions and strategies (SWOT analysis; business field strategies; portfolio analysis) as well as goal setting and mission statement development
- Design phase (planning) with the help of the marketing instruments (marketing mix = 3P, 4P and more recent variants).
- Realisation phase and controlling

In individual analysis the aim is

- to highlight the particular difficulties in transferring general marketing techniques to destinations.
- to work out the source of information and the problems of obtaining data as well as the range of possible interpretations.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	City Marketing and Destination Management	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area I: Event Management**

Module code	7.2.2
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: paper, presentation, case study, project work (report) or oral examination Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture, discussion, individual and group work, textual analysis, observation
Person responsible for the module	Prof. Dr Rainer Hartmann
Learning outcomes	<p>After completing the module, students have the following <i>subject and methodological competences and can</i></p> <ul style="list-style-type: none"> • familiarise themselves with the project and process management of events, such as trade fairs and conferences, and demonstrate this using practical examples. • analyse the situation of the event, trade fair and congress industry with its diverse manifestations and development processes • grasp the phenomenon of events in an international dimension • view the market for events, trade fairs and congresses in the context of current developments in international tourism • understand the importance of events, especially trade fairs and congresses, for the modern communication and information society • discuss innovative topics that lead to current changes in the event market

Teaching content

The event segment (incl. congresses) occupies a prominent position within the modern communication and information society. Trade fair and conference travel is assigned to business travel and is often also regarded as a phenomenon of city tourism.

From an economic point of view, congress tourism is of particular importance: the congress industry in Germany alone turns over 20-25 billion euros per year, and congress participants have the highest 'per-day spending behaviour' of all tourist target groups.

In addition to teaching the basics, the event management module will also cover innovative topics.

In detail, the following contents are to be dealt with within the framework of the module:

Introduction to the planning and management tasks of event, conference and trade fair tourism (incl. analysing special visitor structures; planning and developing marketing measures):

- Events, trade fairs, conferences and congresses as forms of tourism / in tourism research
- Dimensions of the national and international event, trade fair and congress market

Event centres and conference hotels as communication spaces:

- Trade fair, congress and conference locations: factors of location and typification
- Congress and conference venues: capacities and structure, types
- Development of location factors

Information and interaction processes in the event sector:

- PR management
- Conference technology
- Supporting programme

Logistics and staging of an event

- Event, trade fair, conference and congress marketing
- Event psychology
- Congress service: planning, organisation, implementation
- Sponsoring
- Working on case studies: synergies and successes in the event, trade fair and conference management of major providers in Germany

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Event Management	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: Compulsory Elective Area I: Airport and Airline Management

Module code	7.2.3
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF): if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: presentation, case study, presentation with paper, portfolio, which, in addition to knowledge and understanding, also test analytical and capacity-building properties. Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Independent study, group work, presentations
Person responsible for the module	
Learning outcomes	Students are able to classify airports and airlines in the system of international air transport and have developed an understanding of the legal framework and stakeholders. They know the different strategic business areas of airports and airlines and can classify their economic significance. They understand operational processes and working methods as well as marketing tasks, can analyse case studies and discuss alternative solutions for specific problems.
Teaching content	In this module, students are introduced to the air transport system. The terminology as well as the legal framework and stakeholders of international air transport are explained to them. It is made clear which role or tasks the airports and airlines assume in this system and which relationships exist between the subsystems and stakeholders. This is illustrated in concrete operational and logistical work processes. In addition, business administration and marketing-specific contents are taught. The diversity, problems and limitations of airport and airline management are analysed and assessed using case studies.

The module-based exercise serves to impart knowledge with reference to application. Exercises and case studies are integrated into the module according to the learning progress of the students. To ensure the acquisition of competences, the described contents of the module are practised and trained. This takes place via:

- Learning units posted on the university's own learning platform Aulis, as well as
- the establishment and supervision of a discussion forum on the learning platform, where students' questions are dealt with according to the learning progress.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Airport and Airline Management	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area I: Sports and Health Management**

Module code	7.2.4
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF): if approved, also other degree programmes; useful to combine with modules of the International Degree Programme Care and Health Management (ISP).
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Presentation Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture, discussion, individual and group work, text work, observation
Person responsible for the module	Prof. Dr Rainer Hartmann, Prof. Dr Heinz Janßen
Learning outcomes	<p>1. Sports Management The students should be enabled to ...</p> <ul style="list-style-type: none"> • systematically grasp the basics of sports marketing / management and thus acquire the necessary practice-relevant knowledge • know and differentiate the different submarkets of sports • understand the interdisciplinary nature of the sports industry and thus recognise areas of overlap with other sectors such as tourism, event management, health and other regional economies. <p>2. Health Management In this module, students learn about the importance of health management in the context of leisure, sport and tourism and apply it in a case-oriented manner. Methods of management are taught, together with basics of the industry and specifics of health management. Health is not only an abstract good, but also a personal as well as individual</p>

'achievement'. This range of health management is taught to the students, the case exercises on the management methods deepen their knowledge and, as it were, convey the self-contribution.

1. Sports Management

Sport has now also become an important economic good in Germany. Alongside tourism, sport is now the most important sector of leisure consumption outside the home. Today, everyone of all ages has the opportunity to participate in sports and additionally to follow sport passively – especially on television.

In addition to the individual segments and submarkets of sport, this duality of the sports market will play an important role in the seminar. In addition, the professionalisation of sport will be addressed. The old sports structures are increasingly opening up to new developments that affect the management and marketing of the industry.

The structure of the Sports Management sub-module is as follows:

Fundamentals: Management and Economics of Sport

- Foundations in management
- Basic problems of the sports sector

Introduction to Sports Marketing

- Dual structure of the sports market
- Marketing management method in sports
- Forms of sports marketing

Sports events

- Cost-benefit analysis of major sporting events
- Regional added value of sporting events
- Sponsorship and event marketing in sports

Sports markets

- Management in professional leagues
- Sport and tourism
- Commercial sports providers
- Trend sports

Case studies in sports management and marketing

2. Health Management

The management of health draws on various levels of social and cultural life. Health is a prominent future and economic factor. At the same time, the health aspect is becoming increasingly important in the leisure industry. In this module, basic contents of health management are taught, these include: Definition of health management, social change and health, health as an economic factor (second health market), health promotion, public health, management methods and social skills such as stress management, conflict management, communication and self-management. These contents are deepened via case studies.

Teaching content

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Sports and Health Management	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Elective Area I: Hotel Management and Resort Planning**

Module code	7.2.5
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF)
Form of examination / duration (prerequisite for the award of credit points)	<p>Students acquire both subject and transfer knowledge:</p> <p>Form of examination: Oral examination, presentation or written assignment</p> <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible; guest lectures from the hotel industry and the planning sector.</p> <p>Learning methods: Lecture, discussion, individual and group work, case studies; independent study of the literature</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	<p>The teaching and learning objectives of this module are to impart the following professional, methodological and key competences. The students should ...</p> <ul style="list-style-type: none"> • gain an understanding of the central structural and operational units of hotel management <ul style="list-style-type: none"> • this includes basic management structures for different types of hotel accommodation • organisational aspects of hotel management • the functions of the different operational departments within a hotel • the role of the 'General Manager', • develop the ability to transfer and apply concepts of marketing, consumer behaviour, human resource management and business administration to the field of hotel management.

	<ul style="list-style-type: none"> • develop an understanding of aspects of project planning and the conception, planning and realisation of resort projects • have the opportunity to practise and improve their presentation and discussion skills • further train their analytical, critical, creative and innovative capacities
Teaching content	<p>This module provides an insight into the complexities and dynamic processes of modern hotel management, on the one hand, and resort planning on the other.</p> <p>In the analysis of organisational structures and operational divisions in the hotel business, the focus is on service, marketing and sales as well as aspects of human resource management.</p> <p>With regard to the planning component in this module, the focus is on project planning and the conception, planning and realisation of resort projects.</p> <p>During the course of this module, students should critically examine different management theories and their application in the hotel industry as well as current challenges and trends in resort planning through online research, working on case studies, presentations and discussions as well as smaller projects and group work.</p>
Literature	The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Hotel Management and Resort Planning	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area I: Cultural Policy and Management**

Module code	7.2.6
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Presentation, written assignment or case study, which, in addition to knowledge and understanding, also test analytical and action-oriented competence objectives. Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: independent study, group work and presentations
Person responsible for the module	
Learning outcomes	After completing the module, students have the following <i>subject and methodological competences</i> : <ul style="list-style-type: none"> • With knowledge of the complexity of political, economic, social and cultural conditions in Germany, students are able to assess, design and operationally implement strategies for the conception, production and distribution of cultural offerings in public and private cultural enterprises. • Students are able to reflect on the assessment standards and goals of partners relevant to the management of culture and to plan cooperation with them. • Students know the quality criteria of cultural management and can apply them in projects.
Teaching content	The following aspects of cultural policy are dealt with in depth: <ul style="list-style-type: none"> • Functions of culture for modern society • History of cultural policy in Germany • Cultural policy in Germany as a cultural state in comparison with other states (USA, France, Sweden)

- Cultural policy responsibility in Germany's federal system
- Concept of 'Responsibility Partnership for Culture' within the framework of cultural policy governance
- Principles and instruments of cultural promotion
- Impact goals of cultural promotion by the federal government, the *Länder* and the municipalities
- Current political challenges for public funding of culture

In addition, the following aspects of cultural management are covered:

- Tasks of cultural management
- Specification of functions in cultural management, especially in the field of marketing, network management, controlling and evaluation
- Multidimensional culture funding
- Cultural industries and start-up cultural enterprises
- Cultural tourism and cultural events
- Management of creativity and creativity in management
- Cultural trends and sustainability in cultural management

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Cultural Policy and Management	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area I: Contemporary Topics**

Module code	7.2.7
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF)
Form of examination / duration (prerequisite for the award of credit points)	<p>Students acquire both subject knowledge and transfer knowledge: Form of examination: Oral examination, presentation or written assignment Examination duration: Varies; depends on the form of examination Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture, discussion, independent and group work, case studies; independent study of the literature</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	<p>The teaching and learning objectives of this module are to impart the following subject-specific, methodological and key competences. The students can ...</p> <ul style="list-style-type: none"> • recognise and assess the significance of contemporary events, trends and innovations for tourism and leisure behaviour • evaluate and classify the consequences of contemporary events in terms of impacts, adaptations and reactions • plan adequate consequences and adaptive measures if necessary; • learn how to research, analyse and interpret the details of a contemporary topic independently and also in a team and then to process and present the results • practise and improve their presentation and discussion skills • further train their analytical, critical, creative and innovative capacities

Teaching content

Using case studies from different regions of the world, this module discusses and analyses current issues that have or could have a direct and indirect impact in tourism and on travel and leisure behaviour. Topic areas may include new ideas, insights, trends and innovations as well as new niche markets; they may also be breaking news events that have a direct or indirect relation to tourism and leisure. The effects and reactions as well as possible adjustments and their potential consequences are to be analysed and interpreted or even planned, if necessary; fields of activity that require flexibility and creativity in thinking.

This module thus deals with both the effects of new trends and technologies and the interactions of current positive and negative socio-cultural and political as well as natural events and dynamics on tourism and leisure behaviour. The 'contemporary' content is therefore co-determined by a situational adaptability of the teaching and learning approach. The topic design could, for example, result from sudden natural disasters or also from scientific or technological advances.

Students should critically engage with contemporary events through online research, working on case studies, presentations and discussions as well as in smaller projects and group work.

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Contemporary Topics	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module designation: **Compulsory Elective Area II**

Module code	7.3
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Written examination, presentation with paper, written assignment, oral examination, presentation or case study Duration of examination: If written examination: 90 minutes Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture, discussion, individual and group work, textual analysis, observation
Person responsible for the module	Prof. Dr Renate Freericks (ISAF) / Prof. Dr Rainer Hartmann (ISAF) / Prof. Dr Rupert Holzapfel (ISTM)
Learning outcomes	See detailed descriptions and explanations of the individual elective modules mentioned above.

Teaching content

In this module, students should acquire in-depth knowledge in areas of social science and their application in national and international professional fields. For this purpose, students select a four-hour offer from the compulsory elective subjects. It is also possible to choose a social science module from another degree programme offered at HSB, if approved by the examination board.

The following elective modules are available for selection:

7.3.1 Staging of Experiential Spaces

7.3.2 Public Relations and Journalism

7.3.3 Economic and Tourism Geography

7.3.4 Tourism in International Development Cooperation

7.3.5 Quality of Life and Sustainable Consumption

7.3.6 Elective from another degree programme (no module description)

The contents of these individual elective modules are described **separately on the** following pages.

Literature

The current literature lists are made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Compulsory Elective Area II	4 each
ditto	Module-based exercise	1 each

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area II: Staging Experiential Spaces**

Module code	7.3.1
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Presentation Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture, discussion, individual and group work, textual analysis, observation
Person responsible for the module	Prof. Dr Renate Freericks

Learning outcomes	<p>After completing the module, the participants have the following subject and methodological competences:</p> <p>The participants know the spectrum of staging possibilities for experiential spaces in leisure and tourism. They know the basic terms, concepts and practical fields of spatial design architecture and experience-oriented didactics. They can develop didactic concepts for stagings, plan staging processes independently and implement them together with other professionals (architects, designers, media designers) in concrete spatial designs for adventure worlds, museums, theme hotels or wellness facilities. They can critically assess the quality of stagings and know analytical instruments for evaluation.</p> <p>They can critically assess offers of an experience-oriented design and their possible effects. They are also able to describe and conceptually integrate mediator roles in staged experiential spaces.</p> <p>The learning forms of the module particularly promote key competences such as presentation skills, teamwork, conceptual and creative thinking.</p>
Teaching content	<p>The module deals with the increasing importance of staged spaces in leisure and tourism in the context of experience and education. In particular, the following topics will be addressed:</p> <ul style="list-style-type: none"> • the staging of knowledge in theme worlds, museums, exhibitions and in public space • the staging of gastronomy and hotel business in the sense of emotional and aestheticised experiential spaces • the staging of relaxation and recreation spaces in the area of wellness and health • the use of staging techniques in the context of cultural work • staging techniques that can be used across the board • the creation of staging concepts in cooperation with other professionals (interior design, design, architecture) <p>The module deals with theoretical concepts, guiding principles and practical fields of experience-oriented staging and experience-oriented didactics. Basic processes in the context of experience-oriented offers are addressed: subjective experience, emotions, social dynamics and learning. The conditions and forms of staging in natural and urban spaces and in leisure and cultural facilities are critically examined.</p> <p>As part of the module examination, the participants develop their own concept for an analysed experiential space, including a spatial staging, and present this in a presentation using suitable media.</p>
Literature	<p>The current literature list is made available to the students at the beginning of the semester.</p>

Lecturer	Courses	SCH
cf. course catalogue	Staging Experiential Spaces	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area II: Public Relations and Journalism**

Module code	7.3.2
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Presentation Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Presentation of basics, discussion in the seminar, practice-oriented deepening by example
Person responsible for the module	Prof. Dr Renate Freericks
Learning outcomes	The module gives students an insight into the professional practice of journalism and public relations (PR). Both professional profiles are presented, as they are closely connected in everyday life, but at the same time require a clear distinction. The students acquire professional and methodological competence. Students receive an overview of the German media system and learn basic journalistic skills (e.g. forms of presentation). Building on this, students learn about the instruments and organisation of PR work. Practical exercises (writing news, writing press releases, conducting/giving interviews) and the examination of practical examples deepen what they have learned. At the end of the module, students can describe both job profiles and their tasks, know the essential work processes and have learned certain basic skills.

- Teaching content

- Introduction to the practice of journalism and PR. Presentation of the two professional fields, their interest groups and the ethical/legal foundations.
- Journalistic forms of presentation: brief overview (news, report, commentary, gloss, reportage, portrait)
- Practical part: Writing/evaluating a news item
- Instruments of press work: brief overview (press release, press conference, press trip, press distribution list, etc.)
- Strategic press relations and the PR concept
- Practical part: Writing/evaluating press releases
- The interview: Structure/preparation/message, authorisation of interviews, interview training in front of the camera, evaluation of the interviews conducted.
- PR in social web applications, opportunities/threats
- The relationship between journalism and PR: Who influences whom?

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Public Relations and Journalism	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area II: Economic and Tourism Geography**

Module code	7.3.3
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF)
Form of examination / duration (prerequisite for the award of credit points)	<p>Students acquire both subject and transfer knowledge</p> <p>Form of examination: Oral examination, presentation or written assignment</p> <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: Lecture, discussion, individual and group work, case studies; independent study of the literature</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel
Learning outcomes	<p>The teaching and learning objectives of this module are to impart the following subject-specific, methodological and key competences. The students can ...</p> <ul style="list-style-type: none"> • recognise and analyse in particular the significance of the unequal economic-geographical framework conditions, i.e. the discrepancies but also the mutual dependencies as well as the resulting consequences for tourism in different destinations • evaluate and classify global networking with the resulting competitive situations and interdependencies, but also spin-off effects of tourist destinations • research, analyse and interpret the details of a target area independently and also in a team and then process and present the results • practise and improve their presentation and discussion skills

	<ul style="list-style-type: none"> • further train their analytical, critical, creative and innovative capacities
Teaching content	<p>In this module, the focus is on social fields of action and here especially on questions of tourism geography and tourism economics.</p> <p>The main focus is on economic-geographical structures, processes, relationships, interactions and patterns that underlie the open, dynamic and adaptive system of tourism in a global context, as well as their interconnection with and dependence on natural conditions and changes. Using a wide variety of case studies from all regions of the world, this module presents and analyses the most diverse offers of tourist destinations in many countries. Global networks and interdependencies or competitive situations, but also spin-off and 'butterfly effects' with regard to historical, socio-cultural, ecological, economic and political framework conditions as well as their historical developments and current trends are examined.</p> <p>During the course of this module, students should critically examine the different circumstances and their consequences through online research, working on case studies, presentations and discussion as well as in smaller projects and group work.</p>
Literature	The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Economic and Tourism Geography	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area II: Tourism in International Development Cooperation**

Module code	7.3.4
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF); if approved, also other degree programmes
Form of examination / duration (prerequisite for the award of credit points)	Form of examination: Presentation, written assignment, oral examination or presentation Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible Learning methods: Lecture, discussion, individual and group work, excursion with observations and interviews, case studies; independent study of the given literature
Person responsible for the module	
Learning outcomes	Upon completion of the module, students will acquire the following basic and specialised skills: <ul style="list-style-type: none"> • the ability to place the field of tourism in the context of development policy • Specifics of tourism, as well as tourism planning and evaluation in developing countries • Knowledge of planning approaches for sustainable tourism • Knowledge of examples from developing countries in different regions of the world • Knowledge of tourism policy at international level

Teaching content	<p>Students are able to critically examine the opportunities and threats of tourism in countries of the South and to name and evaluate unresolved conflicts. Contents are:</p> <ul style="list-style-type: none"> • Economic importance of tourism in developing countries • The position of tourism in the policies of development co-operation and international donor organisations • The role of the international tourism industry and European tour operators • Actors in international tourism policy: UNEP, UN-WTO, UNDP), tourism industry (WTTC, IATA, IFTO), NGOs • Political processes at international level: CSD, CBD, GATS • Principles of community-based tourism, ecotourism, mass tourism • Tourism and democratisation, poverty reduction, access to education and gender justice • Case studies from South America, Africa, Asia and Eastern/South Eastern Europe • Tourism in undemocratic countries, social hotspots
Literature	The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Tourism in International Development Cooperation	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Compulsory Elective Area II: Quality of Life and Sustainable Consumption**

Module code	7.3.5
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory elective module
ECTS credit points	6
Student workload	180 hours
Contact hours	56 + 14
Independent study in hours	124 (the guided independent study component also includes the workload for the module-based exercise as guided independent study amounting to 14 h)
Requirements for participation	
Recognised for	ISTM, International Degree Programme Applied Leisure Science (ISAF)
Form of examination / duration (prerequisite for the award of credit points)	<p>Students acquire both subject and transfer knowledge</p> <p>Form of examination: Oral examination, presentation or written assignment</p> <p>Examination duration: Varies; depends on the form of examination</p> <p>Prerequisite for passing the module: Passing the examination with at least the grade 'sufficient' (4.0)</p>
Teaching and learning methods	<p>Teaching methods: Seminar-based teaching and module-based exercises; online teaching also possible</p> <p>Learning methods: Lecture, discussion, individual and group work, case studies; independent study of the given literature</p>
Person responsible for the module	Prof. Dr Rupert Holzapfel (ISTM)
Learning outcomes	<p>The teaching and learning objectives of this module are to impart the following subject-specific, methodological and key competences. The students should ...</p> <ul style="list-style-type: none"> • know, recognise, develop and critically evaluate sustainable consumption options in everyday life and leisure time • be able to critically reflect on their lifestyle in relation to sustainability • know the determinants of quality of life and their relation to old and new models of prosperity • be able to evaluate the sustainability of offers • be familiar with and able to deal with strategies, concepts and instruments of sustainable consumption. • reflect on their role as potential multipliers and be able to encourage others to consume sustainably

- have the opportunity to practise and improve their presentation and discussion skills
- further train their analytical, critical, creative and innovative capacities

Using case studies from different regions of the world, this module discusses and analyses current issues that have or could have a direct and indirect impact on tourism and on travel and leisure behaviour. Topic areas may include new ideas, insights, trends and innovations as well as new niche markets; they may also be breaking news events that have a direct or indirect relation to tourism and leisure. The effects and reactions as well as possible adjustments and their potential consequences are to be analysed and interpreted or even planned, if necessary; fields of activity that require flexibility and creativity in thinking.

In some private and also public companies and organisations, work flexibility is already coupled with provisions and policies that seek a balance between work and leisure. These approaches are sometimes the result of and response to changing attitudes, values and aspirations of key, core employees. Increasingly, however, they are also intended to improve creativity and corporate loyalty, as well as to help reduce operating costs due to illness.

Nevertheless, many employees and workers still frequently experience long working days, increasing workloads, as well as a negatively changing work environment and practices, growing job insecurity, and these factors can lead to problematic stress levels and a reduced quality of life.

This module aims to provide an up-to-date and balanced overview of the examination of important work and life issues in practice and research. The module is intended to be a valuable source of knowledge for students, covering topics relevant to decision-makers in public and private companies and organisations in the areas of psychology, sociology, social policy, economics, leisure, tourism and environmental sciences.

Students should also critically examine the connection between quality of life and sustainable consumption in general, and in leisure and tourism in particular, in order to be able to recognise, practise and promote sustainable lifestyles. Topics include:

- Quality of life: determinants, indicators, comparisons
- Old and new concepts of prosperity, standard of living, green luxury / simple life
- Consumption patterns: age specifics, sustainable options (areas: mobility, food, energy, investment, clothing, cleaning), ethics, etc.
- Lifestyle types: LOHAS, LOVOS, etc.
- Problematic developments (climate change, famine, poverty, demographic change); economic, ecological and social consequences of unsustainable development, pressure for action
- Responsibility: collective (politics/state) vs. individual, North vs. South, old vs. young, producers vs. consumers, etc.
- Tools and methods: ecological backpack, carbon credits and carbon footprint / eco-balance, ecological footprint, food miles, life cycle assessment (LCA) / social LCA, carbon legacy, emissions trading, personal carbon account etc.
- Time: time prosperity, leisure, deceleration / downshifting vs. acceleration (simultaneity)
- Wellness, health, living more consciously, enjoyment
- Environmental awareness and behaviour (discrepancies), changing values

Teaching content

- Concepts: Fair trade, sustainable shopping basket; eco-label
- Institutions, actors, protagonists (Council for Sustainable Development, Otium, German Society for Time Policy, Association for the Slowing of Time); competitions/awards; CSR and greenwashing; strategies (sustainability strategy for Germany, progress report and peer review); best practice for sustainable consumption.
- Sustainability communication: labels, new media
- Sustainability and politics (regulations), sustainability and philosophy (normativity), sustainability and science (discipline, studies), sustainability and economy ('collective good' problem), sustainability and culture
- Education for sustainable development: environmental education, design competence

Literature

The current literature list is made available to the students at the beginning of the semester.

Lecturer	Courses	SCH
cf. course catalogue	Quality of Life and Sustainable Consumption	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Bachelor's Project**

Module code	7.4
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Semester	Semester 7
Duration / Frequency	14 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours h
Contact hours	56 h
Independent study in hours	124
Requirements for participation	
Recognised for	All degree programmes
Type of examination / duration (pre-requisite for the award of credit points)	Examination: Written assignment, oral examination, presentation or project work (report) Prerequisite for passing the module: Passing the ungraded examination
Teaching and learning methods	Teaching methods: Seminar-based teaching (supervision by first and second assessors); online teaching also possible Learning methods: Guided independent study
Person responsible for the module	Programme Director, currently Prof. Dr Rupert Holzapfel
Learning outcomes	The students are able to prepare their final thesis (Bachelor's thesis). In particular, they will be able to <ul style="list-style-type: none"> • identify and define a suitable topic, taking into account the experiences from the practical placement. • if necessary, initiate or activate suitable contacts in practice, especially to coordinate topics and organise the boundary conditions. • check the feasibility (data availability, resources) • deal with the scientific research methods that are of particular relevance to the topic of the thesis. • prepare an exposé that provides information about the problem issue, the course of the investigation, the rough structure, the applied methods and the intended results of the thesis.
Teaching content	The Bachelor's Project serves to deepen the competences gained in the previous years of study in dealing with scientific work and the independent preparation of scientific papers and presentations. The module serves in particular as preparation for the Bachelor's thesis. Within the framework of the Bachelor's Project, the process of developing the Bachelor's Thesis is to be structured and presented. (The topic can be

Literature

related to the completed placement, i.e. deal with a contemporary issue from business management practice, or be a freely chosen topic). In the module-based exercise, the knowledge gained is deepened in guided independent study - e.g. on the basis of best practice or failed examples of scientific work and through intensive exchange about scientific research methods.

Secondary sources depending on the topic; guidelines for academic work. Working

Lecturer	Courses	SCH
First and second assessor	Bachelor's Project	4
ditto	Module-based exercise	1

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Module title: **Bachelor's Thesis**

Module code	7.5
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Semester	Semester 7
Duration / Frequency	9 weeks / once a year
Module type	Compulsory module
ECTS credit points	6
Student workload	180 hours h
Contact hours	56
Independent study in hours	124
Requirements for participation	144 ECTS
Recognised for	All degree programmes
Form of examination / duration (pre-requisite for the award of credit points)	Form of examination: Bachelor's Thesis and oral examination (Bachelor's Colloquium) Prerequisite for passing the module: Passing both examinations at least with the grade 'sufficient' (4.0)
Teaching and learning methods	Teaching methods: Seminar-based teaching (supervision by first and second assessors); online teaching also possible Learning methods: Independent study
Person responsible for the module	Programme Director, currently Prof. Dr Rupert Holzapfel
Learning outcomes	The student is able to work on a problem independently in a scientific and methodical manner within a given period of time and classify it in interdisciplinary contexts.
Teaching content	On the basis of a given question, the student should structure the topic sensibly and work on it scientifically. In addition to independent study, this also takes place in consultation meetings with the examiner and in a Bachelor's Thesis seminar, in which the students report and comment on their chosen methodology and the status of their work.
Literature	The Bachelor's Thesis seminar is intended to facilitate orderly processing and targeted supervision. Secondary sources depending on the topic; guidelines for scientific work.

Lecturer	Courses	SCH
First and second assessor	Bachelor's Thesis Seminar	4

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Preparatory course: **Mathematics**

Module code	
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Semester	1st semester – winter semester
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Duration / Frequency	24 lessons
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Module type	Additional offer
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ECTS credit points	
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Student workload	
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Contact hours	24 lessons
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Independent study in hours	
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Requirements for participation	
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Recognised for	ISTM
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Form of examination / duration (pre-requisite for the award of credit points)	
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Teaching and learning methods	Teaching methods: Seminar-based teaching Learning methods: Independent study, group work, presentations
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Person responsible for the module	Senior Lecturer (LfbA) Berthold Halbmann
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Learning outcomes	Preparation for Module 1.3 Quantitative Methods: Business and Financial Mathematics / Statistics
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Teaching content	
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Literature	
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Lecturer	Courses	Hours
cf. course catalogue	Mathematics	24

Offering institution City University of Applied Sciences
 Degree programme ISTM – International Degree Programme Tourism Management

Preparatory course **Accounting**

Module code	
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Semester	2nd semester – summer semester
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Duration / Frequency	24 lessons
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Module type	Additional offer
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ECTS credit points	
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Student workload	
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Contact hours	24 lessons
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Independent study in hours	
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Requirements for participation	
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Recognised for	ISTM
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Form of examination / duration (prerequisite for the award of credit points)	
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Teaching and learning methods	Teaching methods: Seminar-based teaching Learning methods: Independent study, group work, presentations
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Person responsible for the module	Prof. Dr Rupert Holzapfel
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Learning outcomes	Preparation for Module 2.2 Business Administration II: Cost-Benefit Analysis, Controlling Module 3.2 Business Administration III: Investment, Financing, Taxes and Accounting
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Teaching content	Foundations in the following topics: <ul style="list-style-type: none"> • Tasks and legal bases of accounting • Stocktaking, inventory / balance sheet • Change in the balance sheet due to business transactions • Posting technique on balance sheet and profit and loss accounts • Private account • Depreciation • Inventory account • Value added tax
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Literature	
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Lecturer	Courses	Hours
cf. course catalogue	Accounting	24