Hochschule Bremerhaven

Die Hochschule am Meer

Module Handbook

of

BA International Tourism Management (ITM)

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Entrepreneurship Competencies

module code	student workload	credits	semester	frequency	duration
11000	180 hours	(according to ECTS) 6	1. Sem.	each winter-term	1 semester

1	**Types of courses** a) Innovation & Entrepreneurship in Tourism b) Innovation & Entrepreneurship Project	**contact hours** 42 hours	**independent study** 138 hours	**class size** a) 40 students b) 7 students
2	**Prerequisites for participation** None.			
3	**Learning outcomes** The tourism sector is characterised by volatility and adverse competitive conditions. Process efficiency and cost-reductions are some of the options used by tourism companies to sustain competitiveness. In order to open new markets and reach new target groups it takes the ability to constantly differentiate and innovate. Entrepreneurial thinking in terms of innovativeness, risk-taking and personal initiative provides the basis for innovation. In this module, students will gain the ability to generate and elaborate new business ideas with the help of analytical frameworks and models. Moreover, they will develop their capacity for personal initiative and self-efficacy by engaging in real world interactions with potential customers, as well as by developing and presenting their business plans to potential investors.			
4	**Subject aims** Innovation & Entrepreneurship in Tourism (2 SWS): This introductory course aims at familiarising students with methods and concepts to developing their own ideas into concrete business concepts and plans. The course covers key innovation management topics, such as: problem and trend analysis, innovation identification and evaluation and creativity techniques. Innovation & Entrepreneurship Project (1 SWS): Here students have the opportunity to apply the concepts learned to identify business opportunities and translate them to business concepts. For this aspect of the course students will be allocated in groups of max. 10 students in which they manage the work among themselves. They will be assisted by a special coaching format with a professor who is challenging the group and supporting their learning process once a week. Finally, they present their concepts to potential investors (their peers or external parties) who evaluate the concepts against a set of criteria. This part of the module belongs to the competency modules, which help convey meta competences like team work, personal initiative, self-efficacy and operationalisation of concepts.			
5	**Teaching methods** Interactive lectures, entrepreneurship education format			

6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written assessment & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf

Business & Management in Tourism

module code	student workload	credits	semester	frequency	duration
11100	180 hours	(according to ECTS) 6	1. Sem.	each winter-term	1 semester

1	**Types of courses** a) Foundations of Business b) Financial Accounting	**contact hours** 56 hours	**independent study** 124 hours	**class size** 40 students

2 Prerequisites for participation

None.

3 Learning outcomes

By introducing key terminology, concepts and models, this basic module aims to provide a comprehensive and contemporary introduction to business and management.
Upon completion of the module, students will have gained an understanding of the properties of organisations (system perspective), and the main management functions performed within them allowing them to appreciate the importance of management for business performance and success in competitive environments. They will be able to analyse and evaluate the wider environment within which firms operate, to describe and discuss the role of managers, and to understand today's management challenges.
The module also addresses the more quantitative side of management, e.g. financial accounting. Students are able to comprehend key aspects of accounting and know how to analyse cost structures and financial statements.
The module should challenge and develop the students' analytical and conceptual skills.

4 Subject aims

Foundations of Business (2 SWS): This course introduces the students to the mainstream perspectives on business and management. It focuses on organisations as open socio-economic systems, the operating environment of firms, and the major tasks of management, e.g. planning, organising, leading and controlling. It also covers contemporary theories of motivation, decision-making in organisations, power, organisational structure, business ethics and corporate social responsibility.

Financial Accounting (2 SWS): This course covers fundamental concepts of financial accounting. In the financial accounting part issues such as bookkeeping, financial statements (balance sheet, income statement, cash flow statement) and their analysis; and obligations resulting from the German commercial code (HGB) and the International Financial Reporting Standards (IFRS) are addressed.

5 Teaching methods

A mix of lectures, exercises, group work and discussions

6 Condition for the award of ECTS points

The module's required assessments must be successfully completed

7 Assessment methods

Written exam

8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Kai Havekost
11	**Other information** The module is taught in English

Introduction to Tourism						
module code 11200		**student workload** 180 hours	**credits** (according to ECTS) 6	**semester** 1. Sem.	**frequency** each winter-term	**duration** 1 semester
1	**Types of courses**		**contact hours** 56 hours	**independent study** 124 hours	**class size** 40 students	
2	**Prerequisites for participation** None.					
3	**Learning outcomes** This module aims to provide a comprehensive picture of the tourism sector, including key terminology and examples of its specific management challenges. The terminology, concepts, and issues presented here enable the students to follow current issues and debates in this field and to understand them in their context. Besides, the students get an idea of typical professional careers within the tourism industry. Upon completion of the module, the students will have developed basic academic and professional literacy in the field of tourism management. Competences in desk research, problem-solving and teamwork are fostered.					
4	**Subject aims** Introduction to Tourism (4 SWS): This course provides an introduction to the tourism sector taking a management perspective. Management in tourism companies present unique challenges that reflect fundamental differences between service and products (e.g. intangibility). This course covers basic theoretical foundations of tourism, the impact of tourism, and explores commercial tourism by working its way along the value chain (travel retailing, tour operating, transportation, incoming and hospitality). It highlights players, products, mass and niche markets, planning and operating cycles, business models, forms of horizontal and vertical cooperation and competition, as well as industry structures.					
5	**Teaching methods** A mix of lectures, exercises, group work and discussions					
6	**Condition for the award of ECTS points** The module's required assessments must be successfully completed					
7	**Assessment methods** Written exam					
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean					
9	**This module is used in the following degree programmes as well**: None					
10	**Responsibility for module** Prof. Dr. Kai Havekost					
11	**Other information**					

	The module is taught in English

Maths & Statistics

module	student workload	credits	semester	frequency	duration
11300	180 hours	(according to ECTS) 6	1. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Business Maths & Excel b) Statistics & Statistical Software	56 hours	124 hours	40 students

2 Prerequisites for participation

None.

3 Learning outcomes

This module provides important mathematical and statistical foundations because maths and statistics are integral functions of a variety of business issues. It covers basic mathematical and statistical concepts and methods common in business applications. Upon the completion of this course, students will be able to frame and formulate management decision problems, to comprehend the basic concepts underlying quantitative analysis, and to apply quantitative methods to management decisions. In addition, students become familiar with standard software.

4 Subject aims

Business Math & Excel (2 SWS): This course covers fundamental terms and concepts of business calculus and financial mathematics. Topics covered include numeric and algebraic basics, algebraic forms and functions, systems of equations, logarithms and exponentials. Differential calculus is applied to the static optimisation of utility, profit, revenue and cost functions. The course also covers financial mathematics including simple and compound interest, discounting and net present value, and annuities. A variety of smaller exercises and an introduction to MS Excel enables the students to apply their knowledge to solve problems frequently encountered in economic contexts using MS Excel.

Statistics & Statistical Software (2 SWS): This course provides an introduction to descriptive and inferential statistics. It covers descriptive statistics, distribution analysis and inferential hypothesis testing for comparison, association and causality between variables. The focus of the statistics course is less on the mathematics and formulas used and more on the application of statistical software (e.g. SPSS, JASP) and the interpretation of its outputs. The applied character of this course is reflected by incorporating a series of smaller class exercises and a tourism- related marketing research survey. These will enable students to practice with real data collection, analysis and interpretation in a tourism context.

It covers issues such as hypothesis testing, sampling methodology, how to draw inferences from samples to larger populations and how to make predictions based upon historical relationships between variables and probabilities. Although theoretical background in descriptive and inferential statistical methods will be provided, a majority of time will be spent on applying the theory to the real world. Statistics is not about memorizing formulas. Instead, it is about recognizing the appropriate statistical

	methods to perform in a given situation. This requires practice on the part of the student. The course therefore includes a variety of smaller exercises and an introduction to SPSS or JASP to enable the students to use the software for a small research project.
5	**Teaching methods** A mix of lectures, exercises, and group work
6	**Condition for the award of ECTS points** The module's required assessments must be successfully completed
7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Business Law					
module code 11400	**student workload** 90 hours	**credits** (according to ECTS) 3	**semester** 1. Sem.	**frequency** each winter-term	**duration** 1 semester

1	**Types of courses**	**contact hours** 28 hours	**independent study** 62 hours	**class size** 40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** The study field of business law combines law and business and management related contents. As a branch of civil law, business law deals with issues concerning both private and public law. It regulates for example corporate contracts, hiring practices, and the production and sales of goods and services. Upon completion of this module, students have an overall knowledge of legal fundamentals and corporate law. Furthermore, insights into structures and functionalities of business law are provided, teaching students the abilities to apply their new knowledge on unknown case studies.
4	**Subject aims** Business Law (2 SWS): This course provides insights into the fundamental principles of law and juridical acts. In detail, declarations of intent (delivery, access, interpretation and revocation), form and content barriers of legal transactions, conclusions of contracts (conditions, limitations, inclusion of general terms and conditions) are covered.
5	**Teaching methods** Lecture and group assignments
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Microeconomics

module code	student workload	credits (according to ECTS)	semester	frequency	duration
11500	90 hours	3	1. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
		28 hours	62 hours	40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** By introducing key terminology, concepts and models, this basic module aims to provide a big picture of economic markets. The students will be familiar with the fundamental microeconomic principles and models that are commonly used to describe, explain and predict the economic decision-making and behaviour of households and firms. They will also be able to explain the rationale of those principles and models and to apply them to specific economic problems in business and industry contexts. The module challenges and develops the students' analytical and abstract thinking skills.
4	**Subject aims** Microeconomics (2 SWS): Students are introduced to the basic concepts of microeconomics focusing on demand-side elements (consumer choice, consumer surplus, elasticities, etc.) and on supply-side elements (productivity, costs and market supply). They will learn how markets, e.g. different competitive regimes function and how government intervention can affect consumer behaviour and business decisions. Besides dealing with private goods, also public goods and the phenomenon of externalities will be discussed.
5	**Teaching methods** Interactive lectures, discussions and small-group work
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** The module is taught in English

Citizenship Competencies

module code	student workload	credits	semester	frequency	duration
21000	180 hours	(according to ECTS) 6	2. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
		14 hours	166 hours	7 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** The concept of corporate citizenship defines that corporations, organisations and institutions shall act as a member of society like a citizen. In this module, the students are experiencing this concept as members of the university as an institution. Upon completing this module, students will have learned to find solutions and ideas to current problems and challenges in their environment. By taking initiative they understand what it means to be an active member of society. This module belongs to the competency modules, which help convey so called meta competencies. These overarching competencies like team work, personal initiative, self-efficacy and problem solving skills, can best be learned in experiential, self-directed learning settings.
4	**Subject aims** Citizenship Competencies (1 SWS): Students work in team projects for the social benefit of the host town or the university. Examples of past community projects include: better integration of foreign students, optimisation of administration-student relations, and campus enhancement. There are also projects aimed at bringing the students closer to the people of the host town by overcoming social barriers through initiatives such as: voluntary work against child poverty, development and launch of a street newspaper or the creation of a city mascot. Students will be presented challenges or topics by their professors, which they are working on in groups. They will be guided by their professors through a special coaching format challenging the group and supporting their learning process once a week.
5	**Teaching methods** Experiential learning through project work, team-coaching sessions
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written assessment & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** All professors of the programme ITM

11	**Other information** The module is taught in English

Tourism Marketing

module code	student workload	credits	semester	frequency	duration
21100	180 hours	(according to ECTS) 6	2. Sem.	each summer-term	1 semester

1	**Types of courses** a) Principles of Marketing b) Market Research c) Digital Marketing in Tourism	**contact hours** 56 hours	**independent study** 124 hours	**class size** 40 students

2 Prerequisites for participation

None.

3 Learning outcomes

After receiving an introduction to tourism in the first semester, the students now take a close look at the tourist as a consumer with a complex set of needs and motives, values and attitudes, habits and desires. This module takes a careful theory-grounded and research-oriented approach. Not only will the students be familiar with the main concepts and theories of marketing, they will also be able to design and carry out simple market research on their own, including research design, data collection, statistical analysis and interpretation. Moreover, students become familiar with relevant online marketing tools and their application in the tourism industry. They are prepared to develop an online marketing strategy and know how to make use of big data.
The module encourages the students to apply their knowledge, and to enhance their skills in problem-solving and analytical thinking.

4 Subject aims

Principles of Marketing (2 SWS): In this course, students will learn about the fundamental concepts and principles of marketing, with a special focus on the service industry. Emphasis is placed upon how the concepts and ideas are applied to various marketing decision-making situations. The course addresses challenges professionals and organizations face in creating, marketing and delivering leisure products resp. services, and enables students to better understand, predict and influence consumer behaviour. It covers, among others, consumer decision making processes, segmentation approaches, marketing strategy, and the marketing- mix.

Market Research (1 SWS): This course covers basics of market research with a focus on consumer research and data collection methods (e.g. online surveys, face-to-face interviews, focus groups) in the tourism industry. Students learn how to select the right research design, how to collect primary data in practice, how to design and analyse questionnaire-based surveys, and how to use this information to make strategic marketing decisions.

Digital Marketing in Tourism (1 SWS): This course covers the fundamentals of digital marketing, with a focus on data management (cloud computing and the importance of big data). Students will be prepared to develop a coherent online marketing strategy and become familiar with website analytics, challenges of online brand management,

	affiliate and performance marketing, social media marketing, content management, incl. user-generated-content and mobile marketing.
5	**Teaching methods** Interactive lectures, smaller case studies and exercises
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam; individual & group assignments
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Tourism Management

module code	student workload	credits	semester	frequency	duration
21200	180 hours	(according to ECTS) 6	2. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Tour Operating b) Pricing & Yield	56 hours	124 hours	40 students

2 Prerequisites for participation

None.

3 Learning outcomes

This module aims at delivering the basics of tour operating: Risk (capacity), Relationships (suppliers and partners), Reservations (system landscape), and Responses (customers). After completing this module, students will have a good overview of tour operating and understand its role and challenges within the holiday production value chain.
As pricing is a very sensitive function and of particular relevance to many tourism-related businesses such as cruise lines, hotels, airlines, car rental companies, and restaurants (all characterised by high share of fixed costs), students also become familiar with the principles and the internal and external factors determining the way prices are set. They will also be able to analyse, discuss and optimise the prices of leisure services, and to explain the concept of yield or revenue management and the functionality of selected yield management instruments.

4 Subject aims

Tour Operating (2 SWS): This course is designed to get an advanced and comprehensive understanding of European tour operating. More specifically, the major course objectives are to understand the economics of tour operating, to understand the core processes involved in creating, marketing and delivering leisure products resp. services, and to become familiar with the key challenges and complexities tour operators and retailers are coping with in today´s competitive environment. The course covers topics such as planning and contracting, content management and brochure production, distribution and yield management, in-resort tour operations; and quality management. It addresses contemporary issues in European tour operating, emerging business models and their challenges.

Pricing & Yield (2 SWS): This course objectives are to familiarise the students with the concepts and techniques of cost-based pricing, value-based pricing, price discrimination (incl. dynamic pricing & peak-load pricing), segmented pricing, price competition, and strategic pricing; to emphasize the particularities of pricing services when capacities are fixed; to highlight the differences in pricing and yield management practices across the leisure and tourism industries.

5 Teaching methods

Lectures are the primary teaching method, potentially combined with team exercises and cases

6 Condition for the award of ECTS points

	The module's required assessment must be successfully completed
7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** The module is taught in English

Tourism Law

module code	student workload	credits (according to ECTS)	semester	frequency	duration
21300	90 hours	3	2. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
		28 hours	62 hours	40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** Travel legislation provides a regulatory framework for the proper development and management of tourism activities, combining basic government laws with rules particular for the travel and hospitality industry, with the overall goal to maintain a fair and equitable environment for travellers and organisations. Therefore, tourism law does not only reflect the rights of international tourists but also legal responsibilities of inbound-outbound tour operators, travel agents and other players in the industry. Students become familiar with the basics of the law of package holidays and its distinction from individual travellers. During the course of this module, students independently solve legal cases, are able to explain special features of tourism law and compare and evaluate contractual relationships between travellers and organisations.
4	**Subject aims** Tourism Law (2 SWS): This course introduces the basics and fundamental areas of application of tourism law to the students. Besides, other topics that are addressed include the conclusion, amendment and cancellation of contracts, obligations of involved parties, default and liability, assertion and enforcement of claims. As tourism laws are set on various levels, ranging from country-specific to international regulations, international jurisdiction is also dealt with. Additionally, transportation, e.g. air travel, and accommodation as well as service provider related directives and laws are discussed and compared.
5	**Teaching methods** Lecture and group assignments
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener

11	**Other information** The module is taught in English

Macroeconomics					
module code 21400	**student workload** 90 hours	**credits** (according to ECTS) 3	**semester** 2. Sem.	**frequency** each summer-term	**duration** 1 semester

1	**Types of courses**	**contact hours** 28 hours	**independent study** 62 hours	**class size** 40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** By introducing key terminology, concepts and models, this basic module aims to provide a big picture of the economic environment. The students will be able to discuss macro-economic policies, e.g. how government as well as business can pursue changes in the economy. Students will be able to evaluate the effectiveness of intervention into market activities such as imposing taxes, providing subsidies, setting standards, etc. The module challenges and develops the students' analytical and abstract thinking skills.
4	**Subject aims** Macroeconomics (2 SWS): This course deals with the economy "as a whole", e.g. with the aggregate demand and supply. Students will learn about economic growth, business cycles, inflation, unemployment, etc. They will discuss what policies should be pursued by government and business to reduce inflation, limit unemployment or raise economic growth. Upon completion of the module the students should comprehend the role of multinational corporations, the role of international trade and how the European Economic and Monetary Union.
5	**Teaching methods** A mix of lectures and interactive elements such as discussions and small-group work
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** The module is taught in English

Project & Event Management

module code	student workload	credits	semester	Frequency	duration
21500	180 hours	(according to ECTS) 6	2. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Project Management b) Event Management	56 hours	124 hours	40 students

2 Prerequisites for participation

None.

3 Learning outcomes

Students are familiar with the project management process, established project and event management tools and techniques and know how to apply this knowledge in a small-scale project. They are aware of the challenges due to a broad range of project stakeholders with different interests and objectives. Students know how to establish and lead a successful project team and how to monitor and control the outcome.

4 Subject aims

Project Management (2 SWS): The focal point of this course is the project management process, as required and experienced throughout the life of a project. Completing this course, students should be able to: 1) conceive, plan and manage a project; 2) assess the suitability of basic project management tools / methods and apply them accordingly; 3) have a good overview of key project management issues and challenges, and an understanding of their organisational impact.

The implicit aim is to introduce project management as a discipline, which exceeds the familiar collection of guidelines and 'how-to recipe books'. Hence, both micro (e.g. single project) and macro-aspects (e.g. projects in the wider organisation) are introduced and discussed within this course. Commonplace project management techniques, tools and practices are addressed (e.g. Gantt charts, PERT diagrams, project management software support, project management methodologies). In addition, practical tips and lessons from experience are provided (e.g. meeting management, issue management).

Event Management (2 SWS): This introduction to event management covers the following topics which need to be considered when managing an event: characteristics of different types of events (personal, leisure, cultural, organisational); the role of events within the marketing mix; qualitative and quantitative objectives of events; motives for attending events; event marketing and marketing events; questions to answer before planning an event; event management (managing budget, time, invitation & advertisement, staff, guests, location, security, permissions); event evaluation.

5 Teaching methods

Interactive lectures, group discussions

6 Condition for the award of ECTS points

The module's required assessment must be successfully completed

7	**Assessment methods** Individual & group assignments
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Tourism Competencies

module code	student workload	credits	semester	frequency	duration
31000	180 hours	(according to ECTS) 6	3. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
		14 hours	166 hours	7 students

2 Prerequisites for participation

Tourism Destination Management, Hospitality Management.

3 Learning outcomes

Tourism is a major economic factor around the globe. Organisations as well as middle and small sized companies work together to create a touristic experience in a destination. In this module, students will be asked to engage with the local tourism industry in Bremerhaven. Upon completing this module, students will have established their first contacts in the local tourism industry and have learned how to conduct a good briefing and goal setting process. At the end of the semester, the students will have learned how to best present their results in front of external stakeholders and received feedback on their work and presentation.

This module belongs to the competency modules, which help convey meta competencies and overarching competencies like team work, personal initiative, self-efficacy and problem solving skills, can best be learned in experiential, self-directed learning settings.

4 Subject aims

Tourism Competencies (1 SWS): In this course the students are asked apply their acquired knowledge to a real problem from the local tourism industry. Students will be presented with a challenge or topic by their professors, which they are working on in groups. All groups will receive the same topic and try to find a concept for the best solution or approach. At the end, all groups will present their ideas to the tourism organisation or company in a competitive pitch format. For this aspect of the course, students will be allocated in groups of ca. 7-8 students in which they manage the work among themselves. They will be guided by their professors through a special coaching format challenging the group and supporting their learning process once a week.

5 Teaching methods

Experiential learning through project work, team-coaching sessions

6 Condition for the award of ECTS points

The module's required assessment must be successfully completed

7 Assessment methods

Written assessment & presentation

8 Weight of the module grade for the final grade: e.g. arithmetic mean

9 This module is used in the following degree programmes as well:

None

10	**Responsibility for module** All professors from the programme ITM
11	**Other information** The module is taught in English

Tourism Destination Management						
module 31100	**student workload** 180 hours	**credits** (according to ECTS) 6	**semester** 3. Sem.	**frequency** each winter-term	**duration** 1 semester	
1	**Types of courses**	**contact hours** 56 hours	**independent study** 124 hours	**class size** 40 students		
2	**Prerequisites for participation** None.					
3	**Learning outcomes** The course introduces students to the basics of destination management (tasks, legal form, organizational structure, human and financial resource management and funding) and focuses on the challenges associated with that. Students have an overview of the interests and goals of different actors and are prepared to moderate a joint decision-making in the destination. They are familiar with the political framework of a destination management organization, the current trends and developments in destination management and marketing activities as an important task of destination management organizations. Moreover, students know how to develop a tourism development strategy for a destination, which includes a holistic analysis (development of tourist arrivals and overnight stays, tourism companies, accommodation units, product quality, current marketing activities, etc.), the definition of a destination's vision, mission, positioning (topics, target groups, target markets, and long-term objectives) and the development of key measures for the implementation process.					
4	**Subject aims** Tourism Destination Management (4 SWS): This course covers the basics of destination management: definitions, demarcations, actors, tasks, job descriptions, added value, system destination, cooperation and communication in a destination. Apart from that an understanding of the role of tour operators and incoming agencies in destination management will be developed concerning tasks as well as advantages and disadvantages of working with vertically integrated corporations. The course covers discussions of political frameworks of a destination, interaction between different levels, the division of tasks and developments in the destination formation process as well as basics of spatial planning. Destination development includes goals and principles for the management of a destination: basics of sustainability (goals, conflicts, criteria, examples) and basics of constitutive decisions (business models, legal form, organizational form). An understanding of financing, transaction cost theory, lobbying/internal marketing at local and regional level shall be developed.					
5	**Teaching methods** Lectures, discussions, case studies					
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed					
7	**Assessment methods**					

	Individual paper
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Corporate Social Responsibility

module code	student workload	credits (according to ECTS)	semester	frequency	duration
31200	90 hours	3	3. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
		28 hours	62 hours	40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** Students will understand that "good" strategy making as well as change management should be in accordance with corporate social responsibility (CSR) and "good" corporate governance. They will understand that CSR is a business-driven voluntary activity that is considered to exceed compliance with the law. Moreover, they are familiar with current CSR activities and sustainability reports of leading tourism companies. They are able to evaluate these measures and know how to develop suitable implications.
4	**Subject aims** Corporate Social Responsibility (2 SWS): We will explore the nature and content of business and management ethics. The students will be challenged to name and evaluate socially responsible corporate standards of conduct, behaviour and performance. This includes a debate to what extent businesses should pursue certain social and ecological goals and that managers should have broader goals than just maximizing profit. The students will be familiarized with the nature of "good" corporate governance.
5	**Teaching methods** Interactive lectures and case studies
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Individual & group assignments
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Cruise & Innovation in Tourism

module code	student workload	credits	semester	frequency	duration
31300	180 hours	(according to ECTS) 6	3. Sem.	each winter-term	1 semester

	Types of courses	contact hours	independent study	class size
1	a) Intro to Cruise Tourism b) Intro to Innovation in Tourism	56 hours	124 hours	40 students

2 Prerequisites for participation

Introduction to Tourism.

3 Learning outcomes

The purpose and learning outcome of this module is to provide a brief overview of the study programme's specialisation options (cruise tourism and tourism innovation), as well as to establish a connection between them. Both specialisations address the main components of a comprehensive holiday package (e.g. transportation, hospitality, attractions, and auxiliary services) within a tourist's experience journey. Completing this module, students will be prepared for their choice of tourism management specialisation between the cruise tourism sector in particular, or the cross-sectional domain of innovation management.

4 Subject aims

Intro to Cruise Tourism (2 SWS): Over its history, cruise tourism has consistently relied on product and technological innovation for its survival and growth, while also serving as an exemplary case for a tourism-specific application of innovation approaches. Evolving consumer preferences and demographics, competition from other holiday substitutes and wider socio-economic and technological trends present both a challenge as well as an innovation opportunity in the cruise context. The course provides a general overview of the cruise industry from a consumer's perspective. More specifically, different forms of cruising and corresponding service features, alongside with their respective supply- and distribution chains, are introduced. The particularities of the cruise guest's experience journey are addressed in terms of its past, present and future.

Intro to Innovation in Tourism (2 SWS): Students will learn about theories and concepts of innovation in tourism. Opportunities, challenges and influencing factors in the tourism industry will be presented to create an understanding of innovation potential. Furthermore, the influence of governments, institutions, organisations and other stakeholders as well as technological progress will be addressed. Students will gain knowledge about innovation techniques and methodologies used to create new products and services in tourism.

5 Teaching methods

A mix of lectures, exercises, group work and discussions

6 Condition for the award of ECTS points

The module's required assessments must be successfully completed

7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Kai Havekost
11	**Other information** The module is taught in English

Hospitality Management

module code	student workload	credits	semester	frequency	duration
31400	180 hours	(according to ECTS) 6	3. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Service Operations Mgm. b) Food & Beverage Mgm.	56 hours	124 hours	40 students

2 Prerequisites for participation

None

3 Learning outcomes

This module aims at introducing students to the key tasks and challenges involving managing services and food & beverages. Completing this module, students will obtain a solid understanding of the operational and management issues facing holiday service providers. Following completion of the module, students will have a solid knowledge of service operations and roles, as well as an appreciation of the corresponding processes, technologies, regulations, and managerial activities in the F&B domain. Finally, this module also aims at sensitising the students on the macro-issues related to the global food supply.

4 Subject aims

Service Operations Management (2 SWS): The course explores the nature and increasingly important role of services in the economy. It focuses on the innovation of services; the representation, analysis, design and optimisation of service processes; the measurement and management of service quality; experience-oriented services; and the appropriate handling of complaints about service failures. Real-world examples and case studies from tourism and cruises are provided to illustrate the practical applicability of the concepts, tools and methods covered.

Food & Beverage Management (2 SWS): Apart from dissecting and discussing the role of the 'meal experience' for tourism and providing exemplary case studies, this course offers a comprehensive overview of kitchen and restaurant operations covering concept / menu design and development, food production, beverage provision, roles and staffing, health & safety, regulation and service aspects. Also, this course examines F&B from a wider business perspective, addressing strategic-, marketing-, procurement- and supply-chain- management aspects. Moreover, ethical, economic and sustainability issues and challenges facing global food supply are analysed and discussed.

5 Teaching methods

Lectures are the primary teaching method, potentially combined with excursions

6 Condition for the award of ECTS points

The module's required assessment must be successfully completed

7 Assessment methods

Individual & group assignments

8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Management Accounting & Controlling

module code	student workload	credits (according to ECTS)	semester	frequency	duration
31500	90 hours	3	3. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
		28 hours	62 hours	40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** Based on their knowledge of financial accounting, students become familiar with management accounting and controlling, which involves management decision making, devising planning and performance management systems. Students are able to analyse cost structures, apply key ratios for financial and cost controlling, and to interpret the results. The module should challenge and develop the students' analytical and monitoring skills.
4	**Subject aims** Management Accounting & Controlling (2 SWS): This course looks at how management accounting information (different types of cost, contribution margins etc.) is used for managerial decision-making, the whole production planning process, budgeting and performance evaluation. Students are able to use contribution margin accounting to optimize short-term sales and production programs, to determine price limits, to evaluate additional orders, for the selection of processes and for make or buy decisions. Moreover, they are able to analyse market developments and know how to react and adapt to these changes.
5	**Teaching methods** Lectures, individual and group assignments
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** The module is taught in English

International Competencies

module code	student workload	credits	semester	frequency	duration
41000	180 hours	(according to ECTS) 6	4. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
		14 hours	166 hours	7 students

2	**Prerequisites for participation** Tourism Competencies.
3	**Learning outcomes** Tourism is a major economic factor in many regions. Organisations as well as middle and small sized companies in a destination work together to create a touristic experience for guests and visitors. In this module, students will be asked to engage in a project with the international tourism industry. The students will learn to find creative and effective solutions to current strategic or positioning challenges from international tourism companies (destination management organisations, touristic companies, hotels, etc.). At the end of the course, students will be able to transfer their knowledge of strategy and processes onto the real business world. As this module will present students with a topic from an international context, they will learn about the briefing process, negotiation and feedback with people and companies from different cultural backgrounds. This module belongs to the competency modules, which help convey so called meta competencies. These overarching competencies like team work, personal initiative, self-efficacy and problem solving skills, can best be learned in experiential, self-directed learning settings.
4	**Subject aims** International Competencies (1 SWS): In this course the students are asked apply their acquired knowledge to a real project from the international tourism industry. Students will be presented with a challenge or topic by their professors, which they are working on in groups. All groups will receive the same topic and try to find the best solution or approach. At the end all groups will present their ideas to the tourism organisation or company in a competitive pitch format. For this aspect of the course students will be allocated in groups of ca. 7-8 students in which they manage the work among themselves. They will be guided by their professors through a special coaching format challenging the group and supporting their learning process once a week.
5	**Teaching methods** Experiential learning through project work, team-coaching sessions
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written assessment & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean

9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** All professors of the programme ITM
11	**Other information** The module is taught in English

Financial Management						
module 41100	**student workload** 90 hours	**credits** (according to ECTS) 3	**semester** 4. Sem.	**frequency** each summer-term	**duration** 1 semester	
1	**Types of courses**	**contact hours** 28 hours	**independent study** 62 hours	**class size** 40 students		
2	**Prerequisites for participation** None.					
3	**Learning outcomes** This module builds on the Financial Accounting and Management Accounting & Controlling courses in the first and third semester. It combines micro (= business) and macro (= economy) perspectives in order to enable the students to develop an understanding of the connectedness of financial markets and corporate financial management. After completing this module, the students will be able to analyse the financial health of a firm on the basis of its financial statements, plan a firm's financial future given a set of economic parameters, and prepare capital investment decisions taking into account the firm's cost of capital. They will further be able to explain how financial markets function and how national and international monetary policies have an effect on the behaviour of all economic actors involved. The students' understanding of mathematical representations of financial concepts and relationships and their ability to compute numeric results by hand and MS Excel will have improved.					
4	**Subject aims** Financial Management (2 SWS): This course has been designed to provide an introduction to financial concepts. The course introduces techniques for financial analysis, planning and decision-making and for assessing the impact of decisions on the performance of a company. Topics addressed include: financial terminology; revision of financial statements; ratio and Dupont analysis; cash management; financial planning and management for growth; investment decisions; methods of investment project appraisal; risk-return trade-off and the cost of capital; financing mix and leverage effect.					
5	**Teaching methods** Interactive lectures, case studies and exercises					
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed					
7	**Assessment methods** Written exam					
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean					
9	**This module is used in the following degree programmes as well**: None					
10	**Responsibility for module** Prof. Dr. Kai Havekost					

11	**Other information** The module is taught in English

Human Resource Management in Tourism

module code	student workload	credits	semester	frequency	duration
41200	180 hours	(according to ECTS) 6	4. Sem.	each summer-term	1 semester

	Types of courses	contact hours	independent study	class size
1	a) Human Resource Mgm. b) Leadership & Organizational Behaviour	56 hours	124 hours	40 students

2 Prerequisites for participation

None.

3 Learning outcomes

After completing this module, the students will be able to demonstrate an in-depth knowledge of the activities of HR officials regarding employment relationship, e.g. recruitment, selection and training of employees, health and safety, employment law, and motivation. The students will be able to evaluate the effectiveness of recruiting methods and the validity of the selection procedures in the cruise and tourism industry. They will have developed skills to design competitive pay structures and performance-based incentive systems.

Focusing on the cruise industry, the students will also be able to explain employee and employer rights and obligations. From a macroeconomic perspective the students will know the determinants of equilibrium wages and the causes for unemployment and income inequalities.

Furthermore, students learn how to manage employees in today's work environment, how to deal with group dynamics and conflicts and how to create a positive work environment.

4 Subject aims

Human Resource Management (2 SWS): 'Human resources' are the capabilities and potential that humans bring to organisations. This applies to all organisations: from manufacturers to service providers, from small firms to multinational corporations and from public organisations to private corporations, on board and on land. This course addresses the following topics: strategic HRM, the analysis and design of work; HRM selection and recruitment; training and development; performance management; communication; emotional intelligence; teams and teamwork; managing conflict and negotiations; motivation principles at work; pay and other rewards; managing one's career; power and politics.

Leadership & Organizational Behaviour (2 SWS): Students learn how to manage and lead current and future generations of employees. They get insights into good leadership with the help of best practice examples and learn to deal with challenges that arise with this task. Moreover, the course focuses on human behaviour in a work environment and its impact on the company's performance and structure. Topics, that will be covered include: employee motivation, interpersonal communication, group structures, learning processes, attitude development, and perception, change management, conflict management, work design, and work stress.

5	**Teaching methods** The courses are taught in the form of lectures enriched by examples and discussions of case studies
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam, assignment & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** The module is taught in English

Strategic Management in Tourism

module code	student workload	credits	semester	frequency	duration
41300	180 hours	(according to ECTS) 6	4. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Strategic Mgm. b) Change Mgm.	56 hours	124 hours	40 students

2 Prerequisites for participation

None.

3 Learning outcomes

This module deals with the formation, assessment and implementation of business strategies. It aims at enabling students to discuss and critically reflect on conflicting schools of thought in strategic management, to develop the ability to define strategic (change) issues and to creatively apply conceptual models to real-world cases. The students know how to apply strategy concepts so that they can understand organisations' past strategies, assess their present situation and make reasoned proposals for what the organisations should do in the future. Regarding the change management aspect of this module, the aim is to enable the students to identify problems involved in changing organisations, to identify forces for and against strategic change and to assess the likelihood of successful change. They are able to analyse an organisation's culture and to assess an organisation's change programme in the light of what theory tells about effective and ineffective change management. As the students will be confronted with seemingly contradicting strategy perspectives, they will have to learn how to deal with these opposites as strategy paradoxes. This approach will prevent students from simply 'jumping at solutions' and will help to develop a critical, analytical and creative mind-set.

4 Subject aims

Strategic Management (2 SWS): In this course, students are taught how to relate a firm to its environment in order to successfully create and maintain a competitive advantage over rival organizations. To begin with, the course deals with the question how strategic managers are actually thinking, e.g. how strategic decisions are made. Different forms of strategy formation on the business, multi-business and network level then will be analysed in terms of how selected businesses should be integrated into the corporate whole. The course addresses the question how the relationship between firms should be shaped when collaboration is a reasonable choice. The industry context will be taught with a focus on the question whether firms should adapt to the 'rules of the game' of an industry or modify the structure and dynamics in an industry. The focus of strategic management in an international context is dealing with the question how a firm configures its activities across borders when dealing with differing business arenas, e.g. differing consumer behaviour, differing legal, technological and political environment, to name just a few.

Change Management (2 SWS): Strategic change is an ongoing process which requires constant 'fine-tuning'. This course teaches the various forms of actions that constitute a

	strategic change. It shows that organisations are inevitably responding to context changes and that managers have to make the right decisions when and how to go for change. More specifically, the course deals with the design of organisations, their different structures and processes. The course shows how to diagnose the necessity for change and how to measure the desired benefits and outcomes being realized by a new design. It discusses how stakeholders can be involved in the change process effectively and how to align organisational cultures with change processes.
5	**Teaching methods** Interactive lectures and case studies
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam, individual & group assignments
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Kai Havekost
11	**Other information** The module is taught in English

e-Tourism

module code	student workload	credits	semester	frequency	duration
41400	180 hours	(according to ECTS) 6	4. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Information Systems Development & Mgm. b) Tourism Information Systems	56 hours	124 hours	40 students

2 Prerequisites for participation

None.

3 Learning outcomes

This module aims at providing the terminology and knowledge required to understand the role of information systems in business and the challenges involved in developing and managing them in that context. Upon completion of the module, students will be able to purposively and effectively participate in information system-related projects (and projects in general):

- Defining their own role and that of others in the project
- Exhibiting familiarity with elementary project-related methods, tools and techniques
- Recognising emerging challenges and conflicts in the context of human-computer interaction, systems development projects and systems operation, management and governance

4 Subject aims

Information Systems Development & Management (2 SWS): The course introduces students to the main approaches to guiding information systems (IS) projects. The development of information systems has long ceased to be an exclusively engineering challenge. It has become more about 'information' than 'technology'. This course gives an overview and discusses: 1) methodological approaches (waterfall, iterative, hybrid, agile); 2) techniques & tools (structured & object-oriented methods); 3) practical issues and challenges related to "building" (and "repairing") information systems.
Nowadays, IS are organisational realities, representing a challenge for business people at all hierarchical levels (esp. in tourism). Hence, it needs to be managed professionally. The following topics are covered: IT functions, organisation and governance, outsourcing, IS evaluation and the IT productivity paradox, IS strategy and strategic IS.

Tourism Information Systems (2 SWS): Evidently, tourism has from the very beginning been a highly information-intensive business and tourism companies have been amongst the earliest adopters of information technology. In today's tourism, information systems are operationally vital and strategically significant. They support (to varying degrees) all core tourism processes and affect the entire sector's form and future. By gaining a holistic insight on the "information- infrastructure" enabling the core tourism processes, students can better act and assess the impact of their actions within tourism companies. This course introduces the following:

	• Developmental, operational and managerial aspects of tourism software applications • Main categories of information systems likely to be encountered within tourism, their properties and interrelationships, and • The organisational and strategic issues surrounding information systems in tourism
5	**Teaching methods** Lectures and group discussions
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam & prototype
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Preparing for the Internship						
module code 41500	**student workload** 90 hours	**credits** (according to ECTS) 3	**semester** 4. Sem.	**frequency** each summer-term	**duration** 1 semester	
1	**Types of courses**	**contact hours** 28 hours	**independent study** 62 hours	**class size** 40 students		
2	**Prerequisites for participation** None.					
3	**Learning outcomes** This course prepares the students for their internships and the world of work. After completing it, the students will be aware of their main personal and professional goals, of their career plans and options. They will be conscious of the professionalism that will be expected from them in the world of work. The students will be familiar with job search strategies and information sources, be able to read and interpret job postings in German and English, and to produce written job applications.					
4	**Subject aims** Preparing for the Internship (1 SWS): Through practical exercises the students explore their professional goals and career options, plan their internship search and applications, produce cover letters and CVs suitable for applications in different countries, practice job interviews and discuss appropriate behaviour in professional settings.					
5	**Teaching methods** Interactive lectures, exercises and homework.					
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed.					
7	**Assessment methods** Internship application in German and English					
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean					
9	**This module is used in the following degree programmes as well**: None					
10	**Responsibility for module** Prof. Dr. Anna Wulf					
11	**Other information** The module is taught in English					

Internship (6 months)

module code	student workload	credits	semester	frequency	duration
51000	900 hours	(according to ECTS) 30	5. or 6. Sem.	each semester	120 working days

1	Types of courses	contact hours	independent study	class size
		0 hours	900 hours (practical work experience)	1 student

2	**Prerequisites for participation** All modules of the first three semesters of ITM must have been passed.
3	**Learning outcomes** Internships may be taken up in private businesses, in the public sector, with trade associations and non-governmental organisations. Normally, internships take place in the tourism industry abroad or on a cruise ship. However, the Examinations Board may also approve internships in Germany (e.g. in the case of international students). During their internships the students gain some first practical work experience. Internships give the students a good idea of the kind of professional roles they may be taking up after graduating and offer them opportunities to apply the knowledge and skills they have acquired in their studies.
4	**Subject aims** They vary, depending on the specific internship.
5	**Supervision** Supervision is shared between a company representative and a professor in Bremerhaven.
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written report of about 4,000 words upon completion of the internship
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** All professors of the programme ITM
11	**Other information** The module may take place in any language

Internship (12 months)

module code	student workload	credits	semester	frequency	duration
51100	1800 hours	(according to ECTS) 60	5. and 6. Sem.	each semester	220 working days

1	Types of courses	contact hours	independent study	class size
		0 hours	1800 hours (practical work experience)	1 student

2	**Prerequisites for participation** All modules of the first three semesters of ITM must have been passed.
3	**Learning outcomes** Internships may be taken up in private businesses, in the public sector, with trade associations and non-governmental organisations. Normally, internships take place in the tourism industry abroad or on a cruise ship. However, the Examinations Board may also approve internships in Germany (e.g. in the case of international students). During their internships the students gain some first practical work experience. Internships give the students a good idea of the kind of professional roles they may be taking up after graduating and offer them opportunities to apply the knowledge and skills they have acquired in their studies.
4	**Subject aims** They vary, depending on the specific internship.
5	**Supervision** Supervision is shared between a company representative and a professor in Bremerhaven.
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written report of about 7,000 words upon completion of the internship
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** All professors of the programme ITM
11	**Other information** The module may take place in any language

Semester Abroad

module code	student workload	credits	semester	frequency	duration
61000	900 hours	(according to ECTS) 30	5. or 6. Sem.	each semester	1 semester

1	Types of courses	contact hours Depends on courses chosen	independent study Depends on courses chosen	class size Depends on courses chosen

2	**Prerequisites for participation** All modules of the first three semesters of ITM must have been passed.
3	**Learning outcomes** The semester abroad has three main purposes: It contributes to the students' personal development and growth by exposing them to academic challenges in an unfamiliar cultural and geographical environment. It provides a unique opportunity for cultural learning (different language, different ways of social interaction, and different ways of life). And it vastly expands the range of elective courses available to the students, requiring them to make choices in consideration of their future professional or academic career objectives and plans. The students are permitted to select courses that correspond to their personal interests even if these courses are only remotely related to business and tourism studies.
4	**Subject aims** Depend on courses chosen.
5	**Supervision** Supervision is shared between the receiving institution and a professor in Bremerhaven.
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed.
7	**Assessment methods** An equivalent of 30 ECTS credits must be earned abroad. Each student submits a written report of about 4,000 words upon completion of the semester abroad
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** All professors of the programme ITM
11	**Other information** The module may take place in any language

Major "Cruise Business"

Business Competencies "Cruise"					
module code 71000	**student workload** 180 hours	**credits** (according to ECTS) 6	**semester** 7. Sem.	**frequency** each winter-term	**Duration** 1 semester

1	**Types of courses**	**contact hours** 28 hours	**independent study** 152 hours	**class size** 7 students

2	**Prerequisites for participation** The internship must have been completed successfully. A good knowledge of project management and a sound basis in business, management and tourism are expected.
3	**Learning outcomes** The aim of this module is to provide a first-hand experience of managing projects for external clients. The students play the role of consultants. Apart from applying the project management techniques they have come across at earlier stages of their studies, the students get to experience the significance of, and the challenges posed by, good leadership, efficient teamwork, and effective communication with the clients and other stakeholders. Possible learning experiences also include conflict resolution and project failure.
4	**Subject aims** Business Competencies "Cruise" (2 SWS): Each student signs up for one of the projects acquired by the teaching staff. Students then form teams with clearly defined internal roles and responsibilities (project manager, accounting and financial controlling, documentation, expert functions etc.), receive a briefing from their respective external client, and develop a project proposal (incl. project plan and budget) which is negotiated and agreed with the client. Following this, the students proceed according to their plan whilst making sure that the client is kept up to date at all times. Projects typically involve scientific work such as market research, customer surveys (quantitative qualitative) and/or expert interviews. The project last for one year and therefore continue as "Business Competencies II" in the 8th semester.
5	**Teaching methods** Experiential learning through project work, team-coaching sessions.
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed.
7	**Assessment methods** Project documentation, presentations, observable participation, interaction with clients and a team-internal peer evaluation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None

10	**Responsibility for module** All professors of the programme ITM
11	**Other information** This module takes place in German or English, depending on the students and clients

Cruise Management I – Micro Level

module code	student workload	credits (according to ECTS)	semester	frequency	duration
71100	180 hours	6	7. Sem.	each winter-term	1 semester

1	**Types of courses** a) Cruise Operations Mgm. b) Nautics & Itinerary Planning	**contact hours** 56 hours	**independent study** 124 hours	**class size** 20 students
2	**Prerequisites for participation** None.			
3	**Learning outcomes** This is an introductory module for cruise tourism management. The main aim here is to provide an overview of the cruise sector's developments over the last decades, focusing on aspects such as product development, branding, core processes in cruise operations and itinerary planning. Apart from that, the module conveys an understanding of the importance and operationalization of safety and security in the cruise sector. Successful attendance of this module enables further specialisation in the cruise tourism domain.			
4	**Subject aims** Cruise Operations Management (2 SWS): This course covers the history and image development of cruise holidays in terms of: travel motives, segmentation, and branding. The sector's governance, distribution structures are examined and facts and figures are provided. Moreover, operational core processes and related challenges are described and critically discussed. Finally, the main international maritime regulatory bodies/agencies (e.g. IMO – Intl. Maritime Organisation), alongside with the corresponding regulations (Flags of Convenience), conventions (SOLAS – UN Convention Safety of Life at Sea, MARPOL – Maritime Pollution) and codes (ISPS – International Ship and Port Facility Security Code, International Safety Management) are introduced within the context of cruise shipping. Nautics & Itinerary Planning (2 SWS): This course introduces the nautical side of cruises. Students work with nautical charts and port handbooks to plan and optimise cruise ship itineraries, to compute distances and fuel consumption, to take seasons, airlift, ship logistics, port infrastructure, passenger segments and destination attractions into account. The course also covers the geography of important cruise regions.			
5	**Teaching methods** Interactive lectures, case studies in small groups, exercises and role plays			
6	**Condition for the award of ECTS points** The module's required assessments must be successfully completed			
7	**Assessment methods** Written exam			
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean			
9	**This module is used in the following degree programmes as well**: None			

10	**Responsibility for module** Prof. Dr. Dr. Alexis Papathanassis
11	**Other information** The module is taught in English

Cruise Management II – Macro Level					
module code 71200	**student workload** 180 hours	**credits** (according to ECTS) 6	**semester** 7. Sem.	**frequency** each winter-term	**duration** 1 semester

1	**Types of courses** a) 'Cruise Society' Debates b) Tourism Safety & Security	**contact hours** 56 hours	**independent study** 124 hours	**class size** 20 students
2	**Prerequisites for participation** None.			
3	**Learning outcomes** The purpose of this module is to enable students to gain an awareness of the issues and challenges affecting the cruise sector within the wider environment in which it operates. Furthermore, and in order to deal with a dynamic business environment (strategic planning), the interests of various stakeholders (business development) and the complexities of public opinion formation (reputation management), openly and rigorously engaging with the economical, ecological and socio-cultural sustainability aspects of cruise tourism constitutes a core competence for future cruise management practitioners. More specifically, students attending this module will be required to apply an evidence-based approach to evaluate controversial discussions reflecting multiple perspectives and their corresponding interests. Extracting value and integrating different, and often opposing, perspectives as well as learning through others' experiences lies at the core of effectively managing cruise tourism and its future.			
4	**Subject aims** 'Cruise Society' Debates (3 SWS): This course aims at exploring cruise tourism from societal perspective addressing the topics of mass-cruising and the limitations of growth, sustainability dimensions corporate social responsibility, human resource management, technology diffusion and ethical considerations and cruise-region development. Those themes are translated into debatable theses (e.g. pro/con statements) and subsequently contested by small student teams. The student teams are expected to prepare for the debate by structuring and listing the arguments in support of their position utilising secondary data and scientific literature to support their argumentation. Moreover, they are expected to prepare for refuting the arguments of the opposing team. The debates are prepared, conducted and documented online (debating platform – kialo-edu.com) whereby the class audience scores each argument on their own merits, collectively determining the winner team to move to the next round			

	of the debate championship. Adopting on online debate platform enable the documentation of the contesting sides' argumentation, which can be exported for further use and analysis. The debate minutes / documentation is used as an input for the discussion papers students are required to deliver to successfully complete this module. By actively participating in the preparation and documentation of debates, as well as by passively assessing the arguments of other teams' debates, students gain an in-depth, evidence-supported, state-of-the-art synopsis of the macro-level issues facing the cruise sector today and in the near future. Tourism Safety & Security (1 SWS): This course explores the meanings and the psychological, behavioural and managerial implications of risk, threat, crisis and security in the tourism sector. In fact, the management of risk, safety and security constitutes the main value-added of tour / cruise operators. Risk assessment, risk classification and risk management; managerial challenges associated with business disruption and continuity, disaster and recovery, crisis and reputation management.
5	**Teaching methods** Interactive lectures, case studies, class debates
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Group assessment, discussion paper (written assignment) & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Dr. Alexis Papathanassis
11	**Other information** The module is taught in English

Business Competencies II - "Cruise"						
module code 81000	**student workload** 180 hours	**credits** (according to ECTS) 6	**semester** 8. Sem.	**frequency** each summer-term	**duration** 1 semester	
1	**Types of courses**	**contact hours** 28 hours	**independent study** 152 hours	**class size** 7 students		
2	**Prerequisites for participation** None.					
3	**Learning outcomes** The aim of this second part of the module "Business Competencies" is to provide a first-hand experience of managing projects for external clients. The students play the role of consultants. Apart from applying the project management techniques they have come across at earlier stages of their studies, the students get to experience the significance of, and the challenges posed by, good leadership, efficient teamwork, and effective communication with the clients and other stakeholders. Possible learning experiences also include conflict resolution and project failure.					
4	**Subject aims** Business Competencies II "Cruise" (2 SWS): Each student signs up for one of the projects acquired by the teaching staff. Students then form teams with clearly defined internal roles and responsibilities (project manager, accounting and financial controlling, documentation, expert functions etc.), receive a briefing from their respective external client, and develop a project proposal (incl. project plan and budget) which is negotiated and agreed with the client. Following this, the students proceed according to their plan whilst making sure that the client is kept up to date at all times. Projects typically involve scientific work such as market research, customer surveys (quantitative qualitative) and/or expert interviews.					
5	**Teaching methods** Experiential learning through project work, team-coaching sessions					
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed.					
7	**Assessment methods** Project documentation, presentations, observable participation, interaction with stakeholders and a team-internal peer evaluation.					
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean					
9	**This module is used in the following degree programmes as well**: None					
10	**Responsibility for module** All professors of the programme ITM					
11	**Other information** This module takes place in German or English, depending on the students and clients.					

Cruise Tourism Research

module code	student workload	credits	semester	frequency	duration
81100	180 hours	(according to ECTS) 6	8. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
		56 hours	124 hours	20 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** This course is the final component empowering the students as 'expert-learning practitioners', allowing them to develop in-depth knowledge and expertise in a particular aspect of cruise tourism. This reflects an additional level of management area specialisation within the cruise tourism domain. Here, students have the opportunity to empirically research and expand their expertise on a particular issue / question related to a facet of management practice applied in the cruise context (e.g. human resources, finance, marketing, law, information technology management). This module integrates the learnings from the cruise management modules and research methods and techniques of the earlier semesters and encourages students to transfer the acquired competence as a further education method.
4	**Subject aims** Cruise Tourism Research (4 SWS): Students are divided into thematic groups depending on the area of management they choose to focus on. Within each thematic group (thematic track), students are able to exchange ideas, sources and material to define their research topics and finalise their abstracts. The abstracts are submitted to a conference (either externally or internally organised), and reviewed. The next phase involves the composing and presenting a scientific paper on the basis of the abstract, which is subsequently submitted for peer-review (for conference proceedings or other publication outlet). Apart from extending their management competence and developing their expertise, exposing students to the scientific publication process demonstrates the creation of knowledge in the field of tourism and enables students to participate and contribute to it. Finally, the research skill-acquisition and corresponding competence transfer is essential for keeping up with a constantly evolving preparadigmatic and interdisciplinary domain of applied science such as tourism (and cruise tourism in particular).
5	**Teaching methods** Research-based learning
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Abstract and paper (written assignment) & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean

9	**This module is used in the following degree programmes as well:** None
10	**Responsibility for module** Prof. Dr. Dr. Alexis Papathanassis
11	**Other information** The module is taught in English

Major "Innovation"

<table>
<tr><td colspan="7">Business Competencies I "Innovation"</td></tr>
<tr><td colspan="2">module code
72000</td><td>student workload
180 hours</td><td>credits
(according to ECTS)
6</td><td>semester
7. Sem.</td><td>frequency
each winter-term</td><td>duration
1 semester</td></tr>
<tr><td>1</td><td colspan="2">Types of courses</td><td colspan="2">contact hours
28 hours</td><td>independent study
152 hours</td><td>class size
7 students</td></tr>
<tr><td>2</td><td colspan="6">Prerequisites for participation
The internship must have been completed successfully. A good knowledge of project management and a sound basis in business, management and tourism are expected.</td></tr>
<tr><td>3</td><td colspan="6">Learning outcomes
The aim of this module is to provide a first-hand experience of managing projects for external clients (private or public companies, NGOs etc.). The students play the role of consultants. Apart from applying the project management techniques they have come across at earlier stages of their studies, the students get to experience the significance of, and the challenges posed by, good leadership, efficient teamwork, and effective communication with the clients and other stakeholders. Possible learning experiences also include conflict resolution and project failure.
The project last for one year and therefore continue as "Business Competencies II" in the 8th semester.</td></tr>
<tr><td>4</td><td colspan="6">Subject aims
<u>Business Competencies "Innovation" (2 SWS):</u> Each student signs up for one of the projects acquired by the teaching staff. Students then form teams with clearly defined internal roles and responsibilities (project manager, accounting and financial controlling, documentation, expert functions etc.), receive a briefing from their respective external client, and develop a project proposal (incl. project plan and budget) which is negotiated and agreed with the client. Following this, the students proceed according to their plan whilst making sure that the client is kept up to date at all times. The projects typically involve market research, customer surveys (quantitative qualitative) and/or expert interviews.</td></tr>
<tr><td>5</td><td colspan="6">Teaching methods
Experiential learning through project work, team-coaching sessions</td></tr>
<tr><td>6</td><td colspan="6">Condition for the award of ECTS points
The module's required assessment must be successfully completed.</td></tr>
<tr><td>7</td><td colspan="6">Assessment methods
The project is assessed on the basis of project documentation, presentations, observable participation, interaction with clients and a team-internal peer evaluation.</td></tr>
<tr><td>8</td><td colspan="6">Weight of the module grade for the final grade: e.g. arithmetic mean</td></tr>
<tr><td>9</td><td colspan="6">This module is used in the following degree programmes as well:
None</td></tr>
</table>

10	**Responsibility for module** All professors of the programme ITM
11	**Other information** This module takes place in German or English, depending on the students and clients

Tourism Innovation Management I – The Future of Tourism

module code	student workload	credits	semester	frequency	duration
72100	180 hours	(according to ECTS) 6	7. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Tourism Market Trends & Issues b) Emerging Technologies in Tourism c) Regenerative Tourism & Sustainable Innovation	56 hours	124 hours	20 students

2 Prerequisites for participation

None.

3 Learning outcomes

Upon successfully completing this course, students will have an overview of the main market trends, issues and challenges in the tourism industry as a basis for successful innovations. This module aims to take a look into the future of tourism. First, the students zoom in on emerging technologies in the touristic field and which technological advances are changing the industry and markets. On the basis of that, potentials for innovation can be identified. Furthermore, students will get an introduction into regenerative tourism approaches and the role of sustainability in the tourism concepts of the future.

4 Subject aims

Tourism Market Trends & Issues (2 SWS): This course introduces students to the main market developments and issues in the tourism sector. The latest research will be considered and analysed to allow a contemporary perspective on the developments within the market. This analysis provides the basis spotting potential areas for innovation. The following topics are covered but may also change according to new trends and developments: sustainability, mass tourism, digitalization, health issues, the influence of the Covid-19 pandemic, new generations and changing consumer demand patterns.

Emerging Technologies in Tourism (1 SWS): As one of the most important trends and accelerator for new innovations, emerging technologies need to be considered. Students get insights into the latest technological advancements in Tourism and learn how technologies are used for successful innovations, e.g. through case studies and best practice examples. A special focus will be placed on the digitalization of touristic attractions and Smart Destinations.

Regenerative Tourism & Sustainable Innovation (1 SWS):
Climate change and shrinking natural resources are the symptoms of a business approach directed at increasing profits. In recent years the paradigm has shifted and customers and guests are increasingly considering sustainability and environmental criteria in their purchasing and booking decisions also on sustainability. In this part of

	the course, students will be acquainted with the model of circular economy and learn how it can be applied in product and service innovations in tourism and move towards regenerative tourism.
5	**Teaching methods** Interactive lectures, case studies, class discussions on selected scientific literature.
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment method** Written exam & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Tourism Innovation Management II – Business Development						
module code 72200	**student workload** 180 hours	**credits** (according to ECTS) 6	**semester** 7. Sem.	**frequency** each winter-term	**duration** 1 semester	
1	**Types of courses** a) Guest Experience Innovation b) Risk Management & Innovation c) Innovation Financing & Budgeting	**contact hours** 56 hours	**independent study** 124 hours	**class size** 20 students		
2	**Prerequisites for participation** None.					
3	**Learning outcomes** This module focuses on innovative product and service development as a crucial ingredient to successfully producing and conducting innovative guest experiences. Destinations, hotels and other touristic organisations face special challenges and high uncertainty when developing innovative solutions to match customer demand. Students will therefore learn and apply concepts and methods for effective risk management and financing decisions.					
4	**Subject aims** <u>Guest Experience Innovation (2 SWS):</u> The students will build on their knowledge of the customer-centric design approaches. Emphasis will be placed on customer or guest experience design on the basis of the customer journey methodology. Students will learn through the evaluation of examples from the tourism industry focusing on service-related innovation. <u>Risk Management & Innovation (1 SWS):</u> In this part of the module, the students will learn about market risks, financial risks or technological risks and methods to best deal with these factors especially in the early phases of a new product or service development and launch. Case studies will point out the risks of changes in customer demand or faults in estimating demand in the development phase as well as the capacity of dealing with risk and failure in organisational culture and black swan events. <u>Innovation Financing & Budgeting (1 SWS):</u> In this part of the course, budgeting and cost estimation for new product development in organisations and early-stage start-ups will be addressed. Different financing options will be explored, taking into account the high uncertainty of new product and service development. To understand how a comprehensive financing strategy for early stage ventures can be drafted, students will learn how to work with popular valuation methods theories such as the Venture Capital method, the Berkus valuation method, Goodwill and the scuttlebutt method.					
5	**Teaching methods** Interactive lectures, case studies, class discussions on selected scientific literature.					
6	**Condition for the award of ECTS points**					

	The module's required assessment must be successfully completed
7	**Assessment methods** Term paper, written exam & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** The module is taught in English.

Business Competencies II "Innovation"						
module code 82000		**student workload** 180 hours	**credits** (according to ECTS) 6	**semester** 8. Sem.	**frequency** each summer-term	**duration** 1 semester
1	**Types of courses**		**contact hours** 28 hours	**independent study** 152 hours	**class size** 7 students	
2	**Prerequisites for participation** None.					
3	**Learning outcomes** The aim of this module is to provide a first-hand experience of managing projects for external clients (private or public companies, NGOs etc.). The students play the role of consultants. Apart from applying the project management techniques they have come across at earlier stages of their studies, the students get to experience the significance of, and the challenges posed by, good leadership, efficient teamwork, and effective communication with the clients and other stakeholders. Possible learning experiences also include conflict resolution and project failure.					
4	**Subject aims** Business Competencies II "Innovation" (2 SWS): Each student signs up for one of the projects acquired by the teaching staff. Students then form teams with clearly defined internal roles and responsibilities (project manager, accounting and financial controlling, documentation, expert functions etc.), receive a briefing from their respective external client, and develop a project proposal (incl. project plan and budget) which is negotiated and agreed with the client. Following this, the students proceed according to their plan whilst making sure that the client is kept up to date at all times. The projects typically involve market research, customer surveys (quantitative qualitative) and/or expert interviews.					
5	**Teaching methods** Experiential learning through project work, team-coaching sessions.					
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed.					
7	**Assessment methods** Project documentation, presentations, observable participation, interaction with clients and a team-internal peer evaluation.					
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean					
9	**This module is used in the following degree programmes as well**: None					
10	**Responsibility for module** All professors of the programme ITM					
11	**Other information** This module takes place in German or English, depending on the students and clients.					

Tourism Innovation Management III – Innovation Strategy

module code	student workload	credits	semester	frequency	duration
82100	180 hours	(according to ECTS) 6	8. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Innovation Marketing b) Leading Innovation	56 hours	124 hours	20 students

2 Prerequisites for participation

3 Learning outcomes

This module focuses on two critical innovation management challenges, namely (1.) scaling and taking an innovation from launch with early adopters to widespread adoption by the mainstream market – often referred to as "crossing the chasm" – and (2.) sustaining innovation in organizations. Students will learn and apply concepts and frameworks to commercialize new products, to manage growth, and to lead innovation in organizations. The module draws from various perspectives, e.g. marketing, finance, organization and strategy.

4 Subject aims

Innovation Marketing (2 SWS): At some point, the success and failure of newly introduced products depends on how well they are marketed and promoted among end-users. Organizations often stumble in their timing and sequencing of marketing and selling new products, they literally fail to scale. In this part of the module, students will learn the relevant knowledge, perspectives and practical skills required to develop new product marketing strategies with particular emphasis on the transition from launch to growth. Students will learn to identify and understand the needs of core customers, to communicate effectively, to build customer relationships, and to position the organization for the future. Additional emphasis will be put on marketing effectiveness, digital marketing and storytelling.

Leading Innovation (2 SWS): While it is commonly acknowledged that innovation is a key driver of an organization's success, established organizations have struggled to lead the commercialization of innovations. This course is designed to introduce students to the challenges that large companies have consistently confronted in this area, provides examples of large firms that have overcome these challenges (e.g. business intelligence, data-driven management, etc.), and illustrates how some of the best practices and theories from the start-up world (e.g. Holocracy, Theory U, etc.) are being applied in large companies. Students will learn not only how established tourism organizations cope with innovation, they will also learn how established organizations respond or fail to respond to (disruptive) innovations.

5 Teaching methods

Interactive lectures, case studies, class discussions on selected scientific literature (or student conferences).

6 Condition for the award of ECTS points

The module's required assessment must be successfully completed

7	**Assessment methods** Term paper, written exam & presentation
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Kai Havekost
11	**Other information** The module is taught in English

Joint courses for both majors

Elective I					
module code 71300	**student workload** 90 hours	**credits** (according to ECTS) 3	**semester** 7. Sem.	**frequency** each winter-term	**duration** 1 semester

1	**Types of courses**	**contact hours** 28 hours	**independent study** 62 hours	**class size** 40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** This module of elective courses allows the students to pursue their individual interests within the fields of business, management, tourism and cruises. As long as the students can justify their choice of elective courses with regard to their personal educational objectives or their career plans, they can choose any courses they like (provided that enough credits are earned). The need to make choices confronts the students with questions about the purpose of their studies, their interests and intrinsic motivation, their plans as well as their priorities. By making informed, conscious choices they assume responsibility for their own development.
4	**Subject aims** Elective I (2 SWS): By default, this module consists of one elective course with 2 SWS (3 credits). Students may also choose a subject of their choice. The courses offered typically vary from year to year, depending on the availability of teaching staff and their expertise. Past elective courses have included river cruises, travel journalism and intercultural management. The elective may be substituted by "Studium Generale"–courses, language courses or other courses.
5	**Teaching methods** Depend on elective chosen
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Depend on elective chosen
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: Depends on the course
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** Before choosing elective courses from outside the fields of business, management, tourism and cruises, students should seek the advice of a professor

Research Methods & Techniques

module code	student workload	credits	semester	frequency	duration
71400	180 hours	(according to ECTS) 6	7. Sem.	each winter-term	1 semester

1	Types of courses	contact hours	independent study	class size
		28 hours	152 hours	40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** The overriding objective of this course is to introduce students to scientific research and provide them with the necessary background knowledge and methodological toolkit to successfully complete their bachelor thesis, as well as to prepare them for the demands of postgraduate study. More specifically, after completing this module, students should be able to define and scope relevant research questions, develop the necessary means for exploring them in an academic context, and plan their research process in the form of a research proposal.
4	**Subject aims** Research Methods & Techniques (2 SWS): This course entails an introduction to scientific research and introduces research paradigms, methodologies, methods, tools and guidelines for empirical research. More specifically, students are instructed (and assisted) on: understanding the difference between research paradigms (qualitative / quantitative), defining tentative / testable hypotheses, searching, selecting and processing academic literature, collecting and interpreting data, as well as assessing research quality and limitations. The main deliverable of this module is a research proposal, which students are expected to present to their peers for review during the research colloquium and incorporate their feedback into a submitted research proposal. Apart from learning how to plan and document their intended research processes, the subjection of research proposals to peer review facilitates learning from one another.
5	**Teaching methods** Interactive lectures, group discussions.
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Thesis research proposal and colloquium
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Anna Wulf

11	**Other information** The module is taught in English

Sustainability & Environmental Economics					
module code 71500	**student workload** 90 hours	**credits** (according to ECTS) 3	**semester** 7. Sem.	**frequency** each winter-term	**duration** 1 semester

1	**Types of courses**	**contact hours** 28 hours	**independent study** 62 hours	**class size** 40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** The green economy can be understood as a new way of looking at the contribution or role of economic activities to sustainable development. Students learn to recognise and measure the value of ecosystems and natural resources as well as the economic benefits of a wider perspective on human, ecological and economic capital. They learn how to avoid the depletion of natural resources in order to maintain an ecological balance. The module challenges and develops the students' analytical and abstract thinking skills.
4	**Subject aims** Sustainability & Environmental Economics (2 SWS): Students are introduced to the concept of sustainability and the triple bottom line of sustainable development in the tourism industry. They get insights into the economic, ecological and social influence of tourism on destinations and the tourists home country. Moreover, the students will debate the relationship between environment and economy, how to value the environment in terms of money and the role of government and supra-national institutions. Using examples form the past, we will discuss the effectiveness of policies such as the Kyoto Protocol, the European Climate Protocol, Emissions Trading Schemes, biofuel quotas, etc. Furthermore, alternative approaches how to deal with climate change will be a topic.
5	**Teaching methods** A mix of lectures and interactive elements such as discussions and small-group work
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Written exam & group assignments
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** Prof. Dr. Gina Wagener
11	**Other information** The module is taught in English

Elective II					
module code 82200	**student workload** 90 hours	**credits** (according to ECTS) 3	**semester** 8. Sem.	**frequency** each summer-term	**duration** 1 semester

1	**Types of courses**	**contact hours** 28 hours	**independent study** 62 hours	**class size** 40 students

2	**Prerequisites for participation** None.
3	**Learning outcomes** This module of elective courses allows the students to pursue their individual interests within the fields of business, management, tourism and cruises. As long as the students can justify their choice of elective courses with regard to their personal educational objectives or their career plans they can choose any courses they like (provided that enough credits are earned). The need to make choices confronts the students with questions about the purpose of their studies, their interests and intrinsic motivation, their plans as well as their priorities. By making informed, conscious choices they assume responsibility for their own development.
4	**Subject aims** Elective II (2 SWS): By default, this module consists of one elective course with 2 SWS (3 credits). Students may also choose a subject of their choice. The courses offered typically vary from year to year, depending on the availability of teaching staff and their expertise. Past elective courses have included river cruises, travel journalism and intercultural management. The elective may be substituted by "Studium Generale"–courses, language courses or other courses.
5	**Teaching methods** Depend on elective chosen
6	**Condition for the award of ECTS points** The module's required assessment must be successfully completed
7	**Assessment methods** Depend on elective chosen
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: Depends on the course
10	**Responsibility for module** Prof. Dr. Anna Wulf
11	**Other information** Before choosing elective courses from outside the fields of business, management, tourism and cruises, students should seek the advice of a professor.

Career Planning

module code	student workload	credits	semester	frequency	duration
82300	90 hours	(according to ECTS) 3	8. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
		28 hours	62 hours	40 students

2 Prerequisites for participation

The internship must have been completed successfully.

3 Learning outcomes

This course is designed to introduce students to the fundamentals of planning for and organizing their job search or subsequent master studies. Emphasis is placed on identification of individual goals, self-assessment, exploration of career options, and effective use of employment search tools. Also, students will become familiar with various interview situations and get guidance and best practice tips on how to master (job) interviews. In general, this course aims to help students to identify their strengths, skills and interests, to take ownership of their career, and to effectively prepare for their post-bachelor endeavours.

4 Subject aims

Career Planning (2 SWS):

- Self-assessment
- Career anchors
- Competence models
- Self-development
- Branch labour market specific and career opportunities
- Application procedures and forms in different national labour market environments

5 Teaching methods

Mix of lectures, discussions, individual and group activities, role plays, and assignments

6 Condition for the award of ECTS points

The module's required assessment must be successfully completed

7 Assessment methods

Written report

8 Weight of the module grade for the final grade: e.g. arithmetic mean

9 This module is used in the following degree programmes as well: None

10 Responsibility for module

Prof. Dr. Anna Wulf

11 Other information

The module is taught in English

Bachelor Thesis & Colloquium

module code	student workload	credits	semester	frequency	duration
82400	360 hours	(according to ECTS) 12	8. Sem.	each summer-term	1 semester

1	Types of courses	contact hours	independent study	class size
	a) Bachelor Thesis b) Bachelor Colloquium	0 hours	360 hours	40 students

2 Prerequisites for participation

The internship must have been completed successfully. Moreover, it is strongly recommended that the course "Research Methods & Techniques" has been passed.
The colloquium must take place after the Bachelor thesis and all other requirements have been successfully completed.

3 Learning outcomes

The Bachelor thesis is a significant piece of guided undergraduate research and writing. It gives students the opportunity to familiarise themselves in depth with different aspects of a fairly narrow research question; to conduct a literature review; to gather, analyse and discuss data in accordance with a chosen research methodology; and to produce a document which suffices the formal requirements of academic work. In writing the thesis, the students learn to handle and organise large amounts of (potentially unstructured) material; to develop a coherent argument; to cite and reference according to academic standards; to make informed choices about what and how to research; to produce the final product from a series of drafts through revising and editing; and to work towards a tight schedule with a fixed final deadline. In the colloquium, the students put their presentation skills to practice and learn to defend their work and argue their case under stress.

4 Subject aims

Bachelor Thesis: The theses should be developed around issues emerging from the students' internship, from the final-year project work or from topics proposed by teaching staff for this purpose. Students are expected to produce a thesis proposal in the course "Research Methods & Techniques" and to have it approved by their supervisors before embarking on any data collection. Many students choose to compose empirical Bachelor theses which include a literature review chapter, a methodology chapter as well as chapters presenting the data and discussing it. Conclusions should include a consideration of the limitations of the thesis and its results.
Bachelor Colloquium: The colloquium is an oral examination focusing on the student's Bachelor thesis. It usually consists of a 15-minute presentation of selected thesis highlights, critical issues and open questions by the student, followed by 15 minutes of questions from the examiners and discussion.

5 Teaching methods

Individual coaching through the thesis writing process

6 Condition for the award of ECTS points

Thesis and colloquium must be passed

7	**Assessment methods** Written thesis of 12,000-16,000 words and a 30-minute oral examination (Colloquium).
8	**Weight of the module grade for the final grade**: e.g. arithmetic mean
9	**This module is used in the following degree programmes as well**: None
10	**Responsibility for module** All professors of the programme ITM
11	**Other information** The language of the Bachelor thesis and the colloquium is English