UNIVERSITY OF SOUTHERN DENMARK

CURRICULUM FOR

European Master in Tourism Management (EMTM) 2017

FACULTY OF HUMANITIES

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Subject-related part

I. Rules for the European Master in Tourism Management (EMTM)

The European Master in Tourism Management (EMTM) is offered in pursuance of Ministerial Order no. 1328 of 15 November 2016 on "Universiteternes internationale uddannelsesforløb".

A. Objectives and preconditions

Article 1. The European Master in Tourism Management (EMTM)

The European Master in Tourism Management (EMTM) is a 2-year full-time programme that comprises 120 ECTS points. The programme is an Erasmus Mundus programme, European Master in Tourism Management – EMTM, offered in cooperation with the University of Ljubljana, Slovenia and the University of Girona, Spain.
The European Master in Tourism Management (EMTM) is offered by the Academic Study Board for Design and Tourism and under the corps of external examiners for the censor secretariat for business communication and languages.

The aim of the European Master in Tourism Management (EMTM) is to provide students with a number of subject-specific and subject-related competences – including joint competences in the humanities, communication and business economics.

The European Master in Tourism Management (EMTM) provides students with the opportunity, but not the legal right to apply for a postgraduate doctorate.

The European Master in Tourism Management (EMTM) builds on the skills acquired by students from their BA educations in areas such as economics, marketing, language, culture and communication. The students who specialise in the field of tourism will work with advanced understandings of communication, innovation, economics and management. These constituent subjects comprise in all 90 ECTS and the final thesis, which can be written in collaboration with a tourism business or organisation, accounts for 30 ECTS.

In accordance with the project, Internationalisation of Degree Programmes, as laid out in Principles for the Implementation of, and Division of Responsibilities in Sub-Projects, courses of study should be organised to provide the best possible conditions for achieving an international dimension in their teaching.
The programme is international in itself, so only includes activities with an international perspective.

Article 2. Competence description

The aim of the European Master in Tourism Management (EMTM) is:

- to ensure that graduates are able to carry out and create relevant jobs, especially in international tourism through collaboration with public and private sector organisations on the basis of advanced skills in business economics, innovation, culture, communication and design, in addition to a high level use of the English language.

- to qualify students to conduct and participate in academic work and to continue in a PhD programme.
- to educate students to become philosophic practitioners

Competence objectives for the programme are divided into general and subject-specific objectives. The general competence objectives are those that will have been acquired by graduates on completion of the programme, while the subject-specific competence objectives relate to the programme's academic core competences. According to the "New Danish qualification framework for higher education", competence objectives are divided into knowledge, skills and competences.

General competence objectives:

Graduates must be able:

1. to delimit and define an academic problem at a high scientific level
2. to investigate, analyse and solve academic problems thoroughly by means of relevant academic theories and methods as well as incorporating current international research
3. to systematise complex knowledge and data as well as critically choose and prioritize particularities that are essential for the topic
4. to master, critically, the field's various theories and methods
5. to employ terms in a precise and consistent manner
6. to argue at a scientific level
7. to initiate and complete an academic dialogue
8. to have a clear focus and consistency in conducting tasks
9. to evaluate sources critically and document these by using references, notes and bibliographies
10. to use language – written and/or spoken – which is topic-oriented, precise and correct
11. disseminate research based knowledge and discuss complex scientific issues, making it relevant and comprehensible for different target groups
12. to control work- and developmental situations that are complex and presuppose new solutions, as well as be able to collaborate, including the ability to receive and give constructive criticism
13. to work independently, in a disciplined, structured and goal-oriented including the ability to meet deadlines and other formalities
14. to use IT as a tool in connection with data analysis, information seeking, and knowledge presentation
15. understand and make use of academic texts in English and in the Scandinavian languages
16. be able to formulate academic English

Subject-specific competence objectives:
The subject-specific competence objectives relate to the programme's academic core competences and are divided into knowledge, skills and competences according to the "New Danish qualifications framework for higher education".

The European Master in Tourism Management (EMTM) aims to develop the following:

Knowledge and Understanding

Graduates

- must possess knowledge of one or more subject areas which, in selected fields, is based on the highest international research within tourism studies
- must be able to understand and, on a scientific basis, critically reflect on the knowledge of the subject area(s) as well as to identify scientific issues
- must be able to delimit and define a research or project task at a high scientific level within the field of tourism studies.

Skills

Graduates must be able to:

- master the scientific methodologies and tools relevant to tourism studies
- master general skills related to work within tourism and related areas
- use Participatory Inquiry as an inquiry based learning process that interweaves Knowing, Doing, Making and Relating and leverages the participatory nature of communicative interaction between people.

Competencies

Graduates must be able to:

- manage work situations and developments that are complex, unpredictable, and require innovative models or solutions
- enter into collaborative partnerships in different leaning environments, including being able to accept criticism of their own work, give constructive criticism to others and assume professional responsibility
- independently take responsibility for his/her own professional development, learning and specialisation in the field of tourism
- pursue an inquiry by moving from experiment to experiment as they open up and explore a range of perspectives on that inquiry.

The Erasmus Mundus European Master in Tourism Management (EMTM) is a two-year world-class integrated programme aimed at qualifying graduates to deal with the huge challenges in contemporary tourism.

Tourism is a total social and economic phenomenon, which calls for a holistic approach to tourism education where broader aims of the industry and society are explicitly addressed in tourism curricula. The European Master in Tourism Management (EMTM) provides students with a far-reaching and integrated understanding of the multiple disciplines and paradigms concerned with the subject which are bound together through the framework of sustainability.

The connection between the qualifications framework for higher education, the programme's competence objectives and the learning goals of the individual subject areas can be found in appendix 1.

Article 3. Students' opportunities for contact with relevant research environments

Students may engage with research activities at either partner university, the Centre for Tourism, Innovation and Culture, SDU Design, the BEST Education Network, any of the associated partners with the EMTM programme and relevant conference activities.

Article 4. Employment profile

A graduate in European Master in Tourism Management (EMTM) has in-depth knowledge of the field of tourism based on thorough, independent, and development-oriented study skills. During the programme, the graduate has acquired insight into the societal, environmental, economic, social and cultural relations that make up the basis for the tourism industry and its organisations at national and international levels at three different universities in three different countries. The graduate is able to demonstrate a broad theoretical knowledge foundation based on new research within areas such as in business economics, innovation, culture, communication and design, in addition to a high level use of the English language. In addition, the graduate has developed competences within tourism organisations and the industry. Based on the above, the graduate is able to critically reflect upon and generate relevant theoretical and methodological questions.

As a philosophic practitioner, the graduate is able to manage work situations and developments that are complex, unpredictable, and require innovative models or solutions in the field of tourism. The graduate has gained international skills either through a study abroad and/or as part of an international element in one or more subjects.

Article 5. Admission requirements

To be admitted the student must have a bachelor's degree in tourism, economics, business administration, geography or another relevant field within the humanities or social sciences.

Language requirements

English language proficiency proved by TOEFL (Official / Institutional tests are not accepted) with at least 230 points (computer based) / 575 points (Paper-based test) / 88 points (Internet-based Test), IELTS (Academic) at grade minimum 6.5 or Cambridge Certificate in Advanced English (CAE) with minimum level C.

Exemption:

You are exempt from documenting your English skills if your first degree (bachelor/undergraduate degree) was taken in the USA, Canada (English speaking part), Australia, New Zealand, United Kingdom or Ireland. Please note that if your degree was only partly taught in one of the above countries, you are not exempted from documenting your English skills but must do so as indicated on this page. It is not sufficient to enclose a letter from your home university. Not even if the language of instruction at your home university is English.

Article 6. Title

The European Master in Tourism Management (EMTM) entitles graduates to the title of: Master of Science (MSc) in Tourism Management and a joint diploma will be issued from the partner universities: University of Southern Denmark, University of Ljubljana and Girona University.

B. Structure and progression

Article 7. Academic progression and context

The European Master in Tourism Management (EMTM) consists of

- Constituent subjects, 120 ECTS points
  - including the thesis, 30 ECTS points

The European Master in Tourism Management (EMTM) builds on the skills acquired by students from their BA educations in areas such as economics, marketing, language, culture and communication.

The first semester takes place at the University of Southern Denmark and consists of subjects in sustainable tourism development, strategic communication, tourism economics and project management. Students are exposed to different collaborative methods of group work, including participatory inquiry, field trips and guest lecturers, which support the overarching programme aim of educating philosophic practitioners.

The second semester takes place at the University of Ljubljana. Students, with the knowledge acquired on sustainable tourism development and management, are involved in courses regarding the policy instruments, indicators and management tools available for governmental sustainable policy making in tourism development. Additionally students are introduced to the research methods they will use in the completion of the Master thesis in the fourth semester.

The third semester takes place at the University of Girona. After having gathered an advanced knowledge on sustainable tourism concepts and policy strategies, the third semester is devoted to fully analyze the actual and effective implementation by private businesses, public administrations and public-private partnerships and networks of processes of competitive and sustainable tourism product and destination development and management. Focus will be on contemporary issues of strategic importance like, local destination tourism planning, partnership and network management, product innovation and quality management, economic management of destinations and tourism products, urban and cultural tourism management, relational and contractual arrangements in tourism management.

The final semester is dedicated to thesis writing based on delimitation and definition of a subject area, and clear, scientific problem that is productive in relation to the chosen area. Each student is assigned a supervisor from one of the three partner universities. Students can choose to spend the fourth semester at one of the EMTM associated partners' and seek extra academic assistance from the local professors.

The academic progression of the programme is indicated in the table below. With the exception of elective subjects, the fields of the same colour show that there is a progression between the disciplines.

Progression for the European Master in Tourism Management (EMTM)

4th sem.	Counselling							
	30 ECTS						30	ECTS points
	Thesis							
3rd sem.	27 hours	24 hours	21 hours	55 hours	20 hours	12 hours	159	Teaching per semester
	6 ECTS points	6 ECTS points	6 ECTS points	6 ECTS points	3 ECTS points	3 ECTS points	30	ECTS points
	Partnership & Network Management in Tourism	Local Tourism Destination Development & Management	Management of Tourism Innovation & New Products	Customer Management	Cultural Tourism in Urban Destinations	Contractual Arrangements in Tourism Management		
2nd sem.	30 hours	60 hours	45 hours	30 hours	45 hours		210	Teaching per semester
	6 ECTS points	6 ECTS points	6 ECTS points	6 ECTS points	6 ECTS points		30	ECTS points
	Tourism Policy	Tourism and the E.U.	Environmental Economics in Tourism	Environmental Management in Tourism	Research Methods in Tourism			
1st sem.	39 hours	39 hours	33 hours	28 hours			139	Teaching per week
	7,5 ECTS points	7,5 ECTS points	7,5 ECTS points	7,5 ECTS points			30	ECTS points
	Sustainable Tourism Development	Strategic Communication	Leisure and Tourism Economics	Project Management				

Article 8. Principles for choosing types of teaching and examination

Principles for choosing types of teaching and examination

Learning process philosophy

As our principal aim for the programme is to educate today's students to become philosophic practitioners of tomorrow, it is important to create a learning environment that takes the challenges of that future practice into account from both research and practice perspectives. As such we have developed, and will continue to develop, a unique approach to learning that we choose to call Participatory Inquiry. The approach is a specific implementation of The humanities model, see below.

Participatory Inquiry is an inquiry based learning process that interweaves Knowing, Doing, Making and Relating, and leverages the participatory nature of communicative interaction between people. Learning emerges as thematic patterns of meaning or *Knowing* in the ongoing relating between those involved in such an inquiry: *Relating*. Participatory Inquiry brings co-design processes, methods, tools and interventions into play in order to explore and expand the inquiry. In this regard learning is also considered as understanding in practice and as situated in that practice: *Doing* and *Making*.

Participatory Inquiry is a collaborative, project oriented, task and practice-based process of inquiry, driven by action research that engages both faculty and students in a co-generative and co-learning research and development endeavour. A process of inquiry that enables the students to bring theory acquired from their lectures or analysis based learning into play with the theory and skills they discover through their own practice. Students are encouraged to identify tasks and opportunities that are open ended or "wicked," in that a number of resolutions can apply.

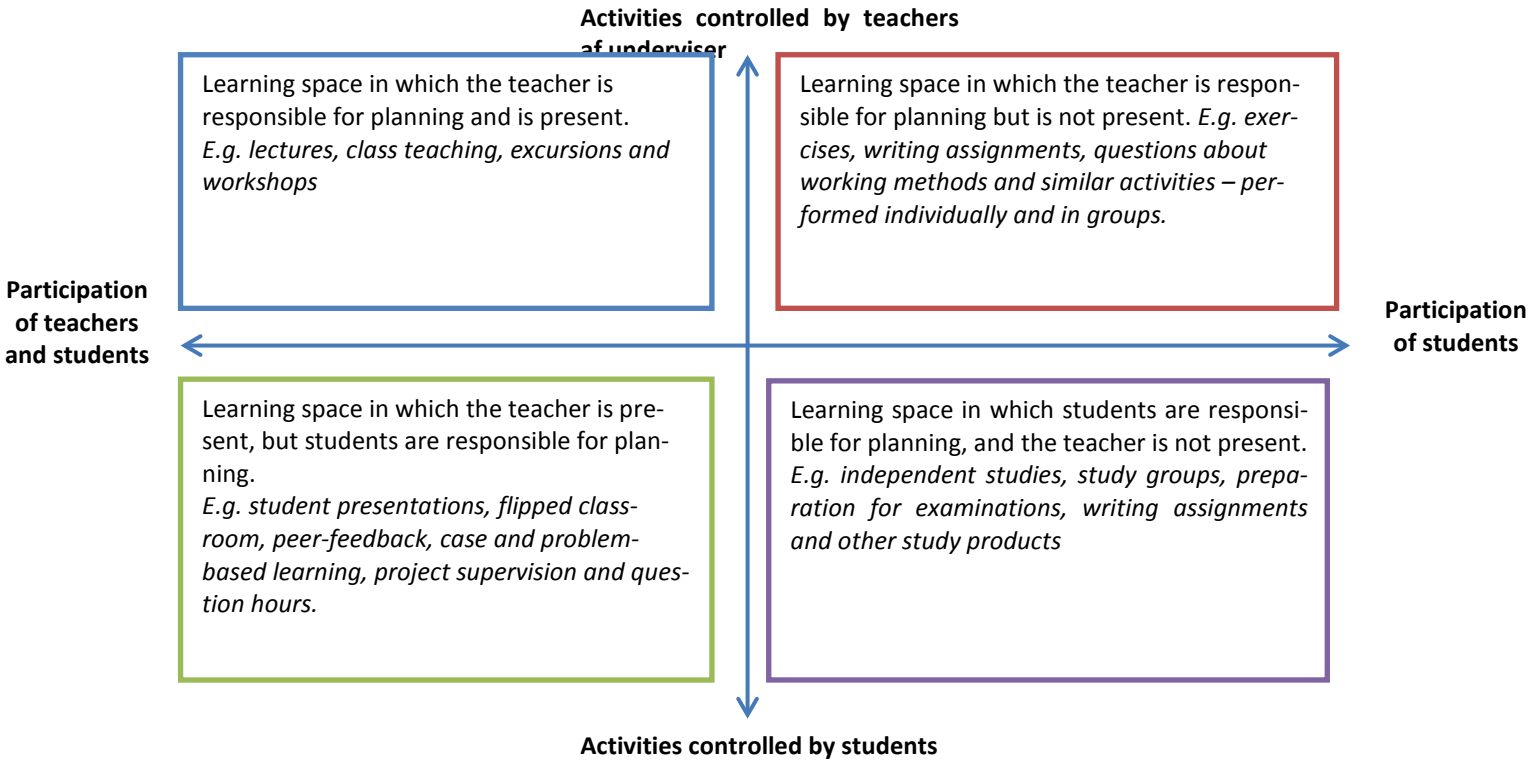
Students pursue their inquiry by moving from experiment to experiment as they open up and explore a range of perspectives on that inquiry. In the process they engage, direct and critically reflect on their learning and on the social dimensions of working with others as they navigate the highly contingent, dynamic and emergent flux of a tourism design, innovation or research task, or simply a field of inquiry. A field of inquiry that can either be used to explore the analysis of research phenomena or to enable the development of concepts and solutions for tourism design or participatory innovation tasks.

Humanities model for active learning and activating teaching

The humanities model is a platform for developing and structuring activating teaching and active learning at the Faculty of Humanities. The model thus puts into practice the educational principles of the University of Southern Denmark: activating teaching and active learning. The model is based on the fact that active learning can be realised by taking part in many different types of teaching and learning activities. At the same time, it shows how teaching can have an activating effect in various ways. Since these are principles for the University of Southern Denmark, they might only be obvious to the student during the semester(s) spend at SDU.

The humanities model is based on the view that different types of teaching and learning activities take place in different spaces, which are defined by the respective roles and responsibilities of teachers and students. The model makes it clear that students have different tasks and roles during the course of their studies, including participation in various activities and contributing a variety of products.

Students' teaching and learning activities are organised in and framed by four learning spaces:



The teacher plans and performs activating teaching, which includes:

- involving all four learning spaces with due regard to the learning outcomes for the individual subject,
- clarifying students' responsibilities in relation to participation in the various learning spaces,
- supporting students' acquisition of study skills to work in the various learning spaces.

The teacher must therefore reflect on which activities to place in each of the four learning spaces and how these activities are connected with the learning outcomes and assessment of the programme. The programme management must ensure that students all-in-all are activated in all four learning spaces each semester and that teachers' specific qualifications and areas of expertise are utilised in the best possible way when implementing the model.

The model brings to light the fact that students have different responsibilities, tasks and roles in connection with participating in the various learning activities. They are expected to supply various types of products and outputs in the various learning spaces in order to become aware of and familiar with different types of learning activities and types of assignment.

Learning space in which the teacher is responsible for planning and is present

This learning space will typically contain lectures and class teaching with the inclusion of activating elements, excursions and workshops, and students will participate by asking questions, for instance, reflecting, taking notes and contributing to discussions in groups and in class as a whole.

⇨ *Examples of activating elements in this connection could be **brainstorming, questions arising from reflection, quizzes, drawing up concept diagrams**, etc., that the teacher can make use of.*

Learning space in which the teacher is responsible for planning, but is not present
This learning space will typically contain group work, exercises, problem solving and similar activities that have been framed by the teacher and in which students play an active role.

⇨ *Examples of activities could be working on questions about working methods relating to the syllabus, **log books**, contributions to **blogs** or **wikis**, **collecting material** for personal or group portfolios, **fieldwork,** etc.*

Learning space in which the teacher is present, but students are responsible for planning the specific activities
This learning space will typically contain group presentations, supervision, question hours and similar activities. Students play an active role in the by doing presentations, for example, by responding to their fellow students' presentations, possibly with alternating opponent roles, taking the initiative for and preparing supervision. There can be individual as well as group-based work in all cases.

⇨ *This learning space will typically contain **group presentations, project supervision, flipped classroom, peer-feedback, case- and problem-based learning** and **questions hours**.*

Learning space in which students are responsible for planning and the teacher is not present
⇨ *This learning space will contain students' **independent studies**, active participation in **self-organised study groups**, joint preparation for examinations, writing **assignments** and other study products*

The humanities model is a general model that applies to all programmes that belong to the Faculty of Humanities. It is both a description of existing practice in humanities programmes, in which activating forms of education already play a major role, and an indicator in relation to the further development of teaching and learning at the faculty. The Academic Study Boards for the individual programmes determine in detail how the model will come to expression in the programme in question.

The teaching spaces/study spaces students are activated in with regard to the individual disciplines are shown in the table below.

European Master in Tourism Management (EMTM)

The table is provisional and gives an overview over learning spaces used in the individual subjects

Academic subjects	Learning space **Teacher** is responsible for planning and is present *E.g. lectures, class teaching*	Learning space **Teacher** is responsible for planning and is not present *E.g. group work, exercises, writing assignment*	Learning space Teacher is present, but **students** are responsible for planning *E.g. student presentations, flipped classroom, peer-feedback, case and problem-based learning, project supervision and question hours.*	Learning space **Students** are responsible for planning and the teacher is not present *E.g. independent studies*
1st semester				
Sustainable Tourism Development	√	√	√	√
Strategic Communication	√	√	√	
Leisure and Tourism Economics	√			
Project Management	√	√	√	
2nd semester				
Tourism Policy	√	√	√	
Tourism and the E.U.	√	√	√	
Environmental Economics in Tourism	√	√	√	
Environmental Management in Tourism	√	√	√	
Research Methods in Tourism	√	√	√	
3rd semester				
Partnership & Network Management in Tourism	√	√	√	
Local Tourism Destination Development & Management	√	√	√	
Management of Tourism Innovation & New Products	√	√	√	√
Customer Management	√	√	√	
Cultural Tourism in Urban Destinations	√	√	√	
Contractural Arrangements in Tourism Management	√	√	√	
4th semester				
Master's thesis				
		√	√	√

Article 9. List of examinations

European Master in Tourism Management (EMTM) (120 ECTS)

		Examination, references, etc.					
Academic subject	Department responsible for academic subject	Type of examination	Second examiner	Duration of examination	Grading	ECTS points weighting	Described in Article
1st semester							
Sustainable Tourism Development	DDC	Oral examination on the basis of co-authored group assignment	Internal	Oral 15+45 min.	7-point grading scale	7.5	14
Strategic Communication	DDC	Set home assignment	Internal	1 week	7-point grading scale	7.5	15
Leisure and Tourism Economics	DERM	Open home assignment	External	-	7-point grading scale	7.5	16
Project Management	DERM	Oral examination on the basis of home assignment	Internal	3 x 8 hours (ass.) 20 min. oral	7-point grading scale	7.5	17
2nd semester							
Tourism Policy	Economics	Open home assignment, project work	External	1 week	10-point grading scale	6	18
Tourism & the E.U.	Economics	Written Exam	Internal	90 min	10-point grading scale	6	19
Environmental Economics in Tourism	Economics	Written Exam	External	120 min	10-point grading scale	6	20
Environmental Management in Tourism	Economics	Written Exam	Internal	120 min	10-point grading scale	6	21
Research Methods in Tourism	Economics	Open home assignment	Internal	1 week	10-point grading scale	6	22
3rd semester							
Partnership & Network Management in Tourism	OGEDP	Set home assignments (1 individual + 1 group) Individual open home assignment	None	1 week + 3 days, 1 week	10-point grading scale	6	23
Local Tourism Destination Development & Management	ECON/GEO	Part A (Written exam, discussion paper, oral presentation), Part B (individual open written essay, Group set home assignment, Oral Presentation)	None	Part A (1.5 hours, 1 week, 15 min) Part B (1 week, 2 weeks, 15 min)	10-point grading scale	6	24
Management of Tourism Innovation & New Products	OGEDP	Open home assignment in pairs, Oral Presentation	None	5 weeks, 15 min	10-point grading scale	6	25

Customer Management	OGEDP	Part A (3 Individual set home assignments, Oral Panel Discussion) Part B (Group set home assignment, Oral presentation, Written Test)	None	Part A (1 week, 1 hour), Part B (1 week, 15 min, 1 hour)	10-point grading scale	6	26
Cultural Tourism in Urban Destinations	HIST	Set home assignment (1 individual + 1 group)	None	1 week	10-point grading scale	3	27
Contractual Arrangements in Tourism Management	DRETPR	Individual set home assignment + Oral presentation + Written exam	None	1 week, 15 min, 1,5 hours	10-point grading scale	3	28
4th semester							
Thesis (at SDU)	DDC/DERM/Economics/OGEDP/ECON/GEO/HIST/DRETPR	Written thesis	External		7-point grading scale	30	29
Thesis (at UL)	DDC/DERM/Economics/OGEDP/ECON/GEO/HIST/DRETPR	Written thesis	Internal/External		10-point grading scale	(30)	29
Thesis (at UdG)	DDC/DERM/Economics/OGEDP/ECON/GEO/HIST/DRETPR	Written Thesis	Internal		10-point grading scale	(30)	29
ECTS points in total						120	

UdG: Examination form: Written exam (40%) Duration: 1,5 hours
Individual set home assignment + oral presentation (60%)

C. Specific definitions and examination provisions for the programme

Article 10. Joint provisions

The Joint provisions for humanities programmes at the University of Southern Denmark, cf. Section IV of the curriculum, contain definitions of:

- ECTS points (Article 21 in the joint provisions – see link above)
- Standard page (Article 22 in the joint provisions – see link above)
- Letters plus open spaces (Article 23 in the joint provisions – see link above)

There are also rules for:

- Master's thesis (Article 13 in the joint provisions – see link above)
- Resume, master's thesis (Article 14 in the joint provisions – see link above)
- Individual examinations and group examinations (Article 9 in the joint provisions – see link above)
- Internal and external examinations (Article 7 in the joint provisions – see link above)
- Spelling and writing skills (Article 8 in the joint provisions – see link above)
- Examination language (Article 10 in the joint provisions – see link above)
- Credit transfers/exemptions (Article 19 in the joint provisions – see link above)
- Rules regarding termination of enrolment due to lack of study activity (Article 25 in the joint provisions – see link above)

Article 11. Conditions for attending teaching

At SDU: There are no conditions for attending teaching unless otherwise stated in the course description.

At UL: There are no conditions for attending teaching unless otherwise stated in the course description.

At UdG: There are no conditions for attending teaching unless otherwise stated in the course description.

Article 12. Language of instruction and examination language

The language of instruction and the examination language are English.

II. Description of European Master in Tourism Management (EMTM) disciplines

Article 13. Sustainable Tourism Development

a. The scope of the course:

Semester: 1st
Weighting: 7.5 ECTS points
3 hours per week for 13 weeks equivalent to 210 working hours

Academic activities that support studies:

Excursions	5 hours
Guest lectures	5 hours
Supervision	1 hours
Response to assignments	1 hours
Student presentations	3 hours

b. **Description of objectives:**

The teaching will focus on the key learning objectives listed below. This is supported by the selected exam form (see section g. below) which promotes and examines the students' knowledge, skills and competencies in the following points:

Knowledge and Understanding

The student:

- will co-construct advanced and critical understandings of sustainable tourism development
- will understand the cultural construction of the concept, its theoretical and empirical dimensions, key drivers and attempts at implementation
- delimit and define a research or project task at a high scientific level within the field of sustainable tourism development.

Skills

The students must be able to:

- master the scientific methodologies and tools relevant to tourism studies
- master general skills related to work within tourism and related areas
- use Participatory Inquiry as an inquiry based learning process that interweaves Knowing, Doing, Making and Relating and leverages the participatory nature of communicative interaction between people.

Competencies

The students must be able to:

- enter into collaborative partnerships in different leaning environments, including being able to accept criticism of their own work, give constructive criticism to others and assume professional responsibility

- independently take responsibility for his/hers own professional development, learning and specialisation in the field of sustainable tourism development
- pursue an inquiry by moving from experiment to experiment as they open up and explore a range of perspectives on that inquiry.

c. **Content of the academic discipline**
The course addresses relevant ethics, stakeholders and various drivers of sustainable tourism development, including the public sector, corporate social responsibility, the industry, non-government organisations and tourists as consumers. Different interpretations of sustainable tourism are analysed. Theoretical and empirical interpretations of sustainable tourism development are discussed with a holistic focus on ecological, economic, social, and cultural relations. A number of cases are used to analyse empirical potentials for the sustainable development, innovation, design and management of tourism.

d. **Forms of instruction and work**:
Teaching takes the form of case-based group projects, lectures, student presentations, discussions and online activities. Significant levels of group activity are expected of students in relation to the co-construction of knowledge, case presentations and discussions.
Teaching must be organised in such a way as to support the humanities model for active learning and activating teaching as described in Article 8. The teacher must inform students about how study activities are organised on commencement of teaching.

e. **Syllabus:**
The syllabus comprises of a maximum of 800 standard pages.

f. **Assessment criteria**:
With due regard to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the goal description and the degree to which they master the general competence objectives mentioned in Article 2.

Grades are given in accordance with the degree to which the objectives described have been fulfilled, as stated in the ministerial order on grading.

g. **Examination requirements**:
The course concludes with an open home assignment. The teacher can, however, lay down a thematic framework within which the assignment should be written. The topic of the assignment is chosen by the students in consultation with the teacher.

Examination form: Oral examination on the basis of co-authored group assignment

Home assignment:
Number of pages: 10 standard pages per student.
Multiple participants: Yes, 2-5 per group

Oral examination:

Duration:	15 minutes' group presentation of the group project as a whole. Thereafter, for maximum 45 minutes in total, the group members will individually present their perspective on the project by exploring one or two related issues that have arisen in the course of their project by posing relevant research questions. The group members must not be present in the exam room when they are to be examined individually.
Second examiner:	Internal
Assessment:	7-point grading scale
Weighting:	7.5 ECTS

Re-examination requirements:
Re-submission is required. The research question must be approved by the teacher. The extent of the revision must be reduced proportionally to the original number of group members.
Oral examination: 15 minutes' presentation of the individual project.

Article 14. Strategic Communication

a. The scope of the course:
Semester: 1st
Weighting: 7.5 ECTS points
3 hours per week for 13 weeks

Language of instruction: English

Academic activities that may support studies:

Guest lectures	2 hours
Question hour	1 hour

b. **Description of objectives:**
The student will be able to understand an organisation's strategic communication with stakeholders.

The teaching will focus on the key learning objectives listed below. This is supported by the selected exam form (see section. f. below) which promotes and examines the students' knowledge, skills and competencies in the following points:

The course aims to develop the following target skills:

Knowledge and Understanding
The student must:
- possess knowledge within the field of strategic communication and understand characteristics of internationally oriented tourism organizations' communication
- be able to understand and, on a scientific basis, critically reflect on the knowledge of strategic communication

- be able to delimit and define a problem at a high scientific level within the field of strategic communication

Skills
The student must:
- be able to critically assess the various theories and methods within strategic communication
- be able to make precise and consistent use of concepts and terminology
- be able to thoroughly investigate, critically analyse, limit and solve problems by
- use of relevant scientific theories and methodologies in strategic communication

Competencies
The student:
- be able to develop and implement communication strategies in relation to tourism organisations' stakeholders aligned with organisational goals

c. **Content of the academic discipline**
The course introduces central organisational and communication theories that offer insight into the characteristics of internationally oriented tourism organisations' communication. Furthermore, communication strategies and implementation hereof in relation to the organisations' stakeholders and alignment with organisational goals are discussed and compared to extant theory.

d. **Forms of instruction and work**:
Teaching takes the form of lectures, discussions and discussion papers.

Teaching must be organised in such a way as to support the humanities model for active learning and activating teaching as described in Article 8. The teacher must inform students about how study activities are organised on commencement of teaching.

e. **Assessment criteria**:
With due regard to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the description of objectives and the degree to which they master the general competence objectives mentioned in Article 2.

Grades are given in accordance with the degree to which the objectives described have been fulfilled, as stated in the ministerial order on grading.

f. **Examination requirements**:

Examination form:	Individual or group set home assignment.
Duration:	1 week
Number of pages:	10-12 standard pages per student. In groups of 2-4 students, the number of pages per student is reduced to 9-11 per student. Individual contributions must be identified
Multiple participants:	Yes, max. 4 students per group
Second examiner:	Internal

Assessment:	7-point grading scale
Weighting:	7.5 ECTS

Re-examination requirements:
A new question will be uploaded for the re-examination. Uploads of revised assignments from the ordinary exam will thus not be accepted.

Article 15. Leisure and Tourism Economics

a. The scope of the course:
Semester: 1st
Weighting: 7.5 ECTS points
3 hours per week for 11 weeks

Language of instruction: English

Academic activities that support studies may include:

Guest lectures	3 hours
Supervision	20 hours
Response to assignments	5 hours
Student presentations	5 hours

b. **Description of objectives:**

The teaching will focus on the key learning objectives listed below. This is supported by the selected exam form (see section. g. below) which promotes and examines the students' knowledge, skills and competencies in the following points:

Knowledge and Understanding
The student must
- Possess knowledge within the field of leisure and tourism economics
- Be able to understand and, on a scientific basis, critically reflect on the knowledge of leisure and tourism economics
- Be able to define and delimit a relevant problem within the field of leisure and tourism economic

Skills
The student must
- be able to critically assess the various theories and methods within leisure and tourism economics
- be able to make precise and consistent use of concepts and terminology
- be able to define, analyse and critical discuss the results of an investigation by
- use of relevant scientific theories and methodologies in leisure and tourism economics

Competencies

The student must

- be able to identify and analyse economic issues at the destination and/or business level
- be able to reflect on what consequences the economic issues have for management

c. **Content of the academic discipline**

The course will focus on the interplay between investigations of agent behaviour on the demand side and business supply and development of products and services. The course works with a series of methods that enables the student to have a detailed view of leisure and tourism economics.

- Presentation of demand models and forecasting methods for investigation of tourist's choices of destination and attraction including the role of the seasonal element.
- Presentation of tourism supply theories
- Presentation of models for measuring the economic contribution of tourism to the regional or national economy or of specific tourism initiatives.
- Presentation of models for measuring the net benefits of tourism.

d. **Forms of instruction and work**:

Lectures, exercises, survey of cases, student presentations.

Teaching must be organised in such a way as to support the humanities model for active learning and activating teaching as described in Article 8. The teacher must inform students about how study activities are organised on commencement of teaching.

e. **Syllabus:**

Textbook, articles and cases. In total approximately 500 pages.

f. **Assessment criteria**:

With due regard to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the description of objectives and the degree to which they master the general competence objectives mentioned in Article 2.

Grades are given in accordance with the degree to which the objectives described have been fulfilled, as stated in the ministerial order on grading.

g. **Examination requirements**:

Students complete an open home assignment that includes performing the elements in accordance with the course objectives (listed under b). The topic is decided in consultation with the teacher.

Examination form:	Open home assignment in groups or individually.
Number of pages:	Max. 10 standard pages per student excluding supplementary material.
Multiple participants:	Yes, 2-3 students. Individual contributions must be identified.
Second examiner:	External

Assessment: 7-point grading scale
Weighting: 7.5 ECTS

Re-examination requirements:
Resubmission of revised home assignment. The revision may take its point of departure in the subject of the ordinary exam. The extent of the revision must be reduced proportionally to the original number of group members.

Article 16. Project Management

a. The scope of the course:
Semester: 1st
Weighting: 7.5 ECTS points
2 hours per week for 14 weeks

Language of instruction: English

b. **Description of objectives:**
The teaching will focus on the key learning objectives listed below. This is supported by the selected exam form (see section. g. below) which promotes and examines the students' knowledge, skills and competencies in the following points:

Knowledge and Understanding
The aim of this course is that the student develops a knowledge of and an understanding of the most important concepts, theories, and methods within the project management discipline. The four elements listed below (c) points out the specific knowledge areas.

Skills
The student must be able to:
- describe and compare project management models and techniques and access their underlying assumptions.
- critically assess different theoretical approaches to project planning and management and discuss their feasibility under different contingencies.
- analyze and reflect on critical issues associated with the use of specific project management techniques. Such critical assessment includes both considerations of the main assumptions of the theoretical model, its limitations, and the challenges that may occur when the theoretical model is put into practical use.
- design suitable organizational structures and chose relevant project management techniques and tools to support the launch, planning, execution and termination of new initiatives under different contingencies.

Competencies
Based on the knowledge and skills acquired during this course, it is the aim that the student in a competent fashion will be able to analyze projects and project processes, and thereby make valuable contributions to management and leadership. It is the aim that the student develops a generic competence in project management, which spans across

a wide range of project types and project environments. In the course and at the exam, such competence will be tested based on known and unknown cases.

c. **Content of the academic discipline**

The course content is divided into four main elements.

- *Element 1: Models of project characteristics and selection of projects!*
  Element 1 first introduces the main project concept and describes a project and the features that characterise projects as well as the rationales behind the establishment of the project organisation. Next, this element presents the process behind the selection of specific projects, and provides insight into the issues that relate to resource needs associated with projects, the strategic project planning process and the analysis of the stakeholders associated with a project.
- *Element 2: Theory and techniques of planning and budgeting of projects!*
  Element 2 first introduces and discusses the tools that the supervisor may use in connection with the overall planning of projects. It further introduces and discusses tools used for budgeting of projects, including cost estimation, earned value and the purchase of resources.
- *Element 3: Theories and techniques for scheduling, planning, project monitoring and reporting.*
  The third element discusses theories, tools and techniques for more specific project scheduling and planning, including detailed estimation of resource use and allocation of resources. Then the element will provide an insight into project monitoring tools which can be used continuously by the supervisor. Finally, element 3 introduces and discusses tools and methods that are relevant in the context of reporting, presentation and completion of projects.
- *Element 4: Project Manager, project organisation and project team!*
  Element 4 will encompass theories concerned with organisational problems that arise in connection with projects, including the interactions and the allocation of responsibilities between the project manager and the project organisation.

d. **Forms of instruction and work**:

Lectures, case work and plenum discussions in English. E-learning activities. The first eleven weeks will be taught with MSc Strategic Entrepreneurship 1. Semester (mandatory) and Cand.merc. International Virksomhedsudvikling and Cand.merc. Styring og Ledelse (both elective).
In the remaining weeks of the semester, lectures will take the form of class supervision for three separate group assignments. These three assignments constitute the examination requirements (see below)

Teaching must be organised in such a way as to support the humanities model for active learning and activating teaching as described in Article 8. The teacher must inform students about how study activities are organised on commencement of teaching.

e. **Syllabus:**

Book chapters and articles announced at the beginning of the course.

f. **Assessment criteria**:

With due regard to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the description of objectives and the degree to which they master the general competence objectives mentioned in Article 2.

Grades are given in accordance with the degree to which the objectives described have been fulfilled, as stated in the ministerial order on grading.

g. **Examination requirements**:

The examination requirements consist of three separate assignments. The assignments are conducted in groups. Each assignment will reflect different project management tasks as included in element 1-4 (see above). The groups must hand in the three assignments as one piece no later than one week after the last lecture. The three assignments consist of a non-familiar case for which the team has to produce parts of a project proposal for a fictive decision maker. In addition to the project proposal, the team deals with different analyses of project selection, planning, execution, and termination. The proposal and analyses must be delivered as a powerpoint presentation + additional material to support the presentation. Each team produces one presentation which covers the whole case. In the power point presentation, the questions for the three sub- assignments must be identifiable. Each question must correspond to an oral presentation lasting maximum 5 minutes.

Examination form: Oral examination on the basis of home assignment

Home assignment:

Number of pages: max 10 pages
Multiple participants: Yes, Assignments will be done in groups of 3-4 participants
Estimated work-load for the home assignment: 3 times 8 hours pr. student.

Oral examination:
Immediately prior to the oral examination the examiners draw lots on which question from the home assignment the student is to present. After the 5 minutes presentation the examiner examines the student in the subjects covered in the presentation and in the knowledge, that the student has gained about the theories covered by the literature.

Duration:	20 minutes including assessment
Preparation:	No
Second examiner:	Internal
Assessment:	7-point grading scale
Weighting:	7.5 ECTS

Re-examination requirements:
Submission of home assignment which forms the basis of the oral re-examination. Assignment from the ordinary exam may be re-submitted or revised assignment based on the same subject as at the ordinary exam.

Article 17. Tourism Policy

a. The scope of the course:

Semester: 2nd
Weighting: 6 ECTS points
30 hours per week for 1 week

Language of instruction: English

Academic activities that support studies may include:

ITHAS ACADEMY	50 hours
Project work	20 hours
Presentation of project work	10 hours

b. **Description of objectives:** The aim of the course will be to:

- Revise and upgrade knowledge in the field of tourism from under graduate study level
- get familiar with the concept and illustrations of tourism policy
- develop of format and instruments of the tourism policy and its power
- develop capabilities for shaping and practical employment of the tourism policy instruments on the cases from practice, with respect of the limitations from broader environment and
- qualify students to use theoretical knowledge on practical examples

Students will get acquainted with the basic literature from the field of tourism policy. They will get to know and understand the connections between tourism and economic development, types of tourism policies, strategies, instruments for implementation and cases of good practice. Theoretically founded knowledge and relations will be applied to specific cases in practice from the field of tourism development and their economic impact and also from the field of use of touristic development strategies and instruments of tourism policy. The usefulness of knowledge is also reflected through fieldwork and through cooperation with tourist companies, government sector and other tourist entities. With their own application of the gained knowledge and the method of transfer of good practices onto the selected fields, companies and agents, students will be able to reflect on their gained knowledge and experiences. During the implementation of the course the students will acquire, develop and strengthen specific skills:

use of domestic as well as foreign literature especially articles, internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of teaching tools, mostly electronic; use of different procedures and skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.

c. **Content of the academic discipline**

1. Introduction
2. Tourism policy
2.1. Definition
2.2. Tourism development and tourism impacts

2.3. Reasons for tourism policy (economic, cultural, social environmental, political)
2.4. Different tourism policies (employment, environmental policy, competitiveness, regional development; national, regional and destination tourism policies)
2.5. Instruments
2.6. Case studies on tourism development and tourism policy
3. The role of the state
4. Tourism, globalisation, liberalisation and deregulation
5. The role of international, national and regional tourism organisations
6. Tourism and tourism policy in EU
7. Strategy of tourism development and instruments of tourism policy - case studies on national and EU level

d. **Forms of instruction and work**:
Lectures, seminars, tutorials, field trips, discussions, guest speakers from tourism industry, case studies, simulations,

e. **Syllabus:**
Book chapters and articles announced at the beginning of the course.

f. **Assessment criteria**:
The exam can be only written or it can be combined. With the combined exam the final grade is the arithmetic mean of several grades given for different forms of assessment of knowledge and participation (e.g. 20 % active participation in tutorials and e-cooperation (e.g. chat room), 20 % successful treatment of selected problem (project, seminar paper, presentation, discussion, field trip) and 60 % from the exam or colloquium). Bonus points (10) can be awarded for additional work or for an exceptionally well done work.

Assessment scale: A positive grade from 60 % - 100 % of possible points; 60 % - 67 % (6), 68 % - 75 % (7), 76 % - 83 % (8), 84 % - 91 % (9), 92 % - 100 % (10).

g. **Examination requirements**:

- home take exam (50 %)
- Projects, participation at ITHAS Academy (50%)

Article 18. Tourism & the E.U.

a. The scope of the course:

Semester: 2nd
Weighting: 6 ECTS points
30 hours per week for 2 weeks

Language of instruction: English

Academic activities that support studies may include:

Guest lectures	5 hours
Assignments	20 hours
Response to completed assignments	5 hours

b. **Description of objectives:**

The aim of the subject is to introduce:

- meaning of tourism in the EU
- tourism for the viewpoint of EU institutions
- information sources in the field of tourism in the EU
- programs in the field of tourism, which are performed or stimulated by the EU
- policies that are accelerating tourism development in the EU

Students will be able to understand the meaning and importance of tourism for EU current and potential development. Further they will be able better understand tourism institution and policies stimulating tourism development in EU. They will also be to critically evaluate the prospective of the future tourism development in EU.

c. **Content of the academic discipline**

1. Introduction
2. The importance of tourism in EU
    a. Importance of the tourism for economic development
    b. Quantification of EU tourism
    c. Profile of the European tourist
3. Decision-making process and functioning of internal market in the EU: implications for European tourism
    a. EU internal market with emphasis on free movement of services
    b. Decision-making process in the EU
    c. Opportunities for European tourism and EU firms operating in tourism industry
4. Institutional framework of Tourism in the EU
    a. Tourism within EU structures, competences, and policy
    b. EU policy areas related with tourism
    c. Relevant stakeholders outside the EC structures
5. Tourism Policy in the EU
    a. Pre-Lisbon
    b. Preparation and launch of EU tourism policy in 2010

c. Implementation program

6. Examples of actions and initiatives in course
    a. Preparatory actions (EDEN, Calypso, …)
    b. European Tourism Quality label
    c. Low Season initiative
7. Competitiveness of EU tourism
    a. Tourism destination competitiveness: conceptual framework
    b. Competitiveness tourism destinations within EU
    c. Competitiveness of the EU as tourism destination
8. Sustainability of EU tourism
    a. Implementation of the sustainability concepts
    b. Agenda for sustainable and competitive European tourism
9. Cohesion policy and EU funding in the field of Tourism
    a. EU Budget & Cohesion Policy
    b. Economic geography & economic development
    c. Cohesion Policy & Tourism

d. **Forms of instruction and work**:
Lectures are based on theoretical framework and practical implications. Experts from practice are invited and student visit one tourism organization during the course. Students also choose a topic (topic could be also decided in advance) and write individual or group seminar work that are presented in the class. We strongly encourage students to use ICT tools during they work.

e. **Syllabus:**
Study materials available on the web page reserved for the subject.

f. Assessment criteria:

The exam can be only written or it can be combined. With the combined exam the final grade is the arithmetic mean of several grades given for different forms of assessment of knowledge and participation (e.g. 20 % active participation in tutorials and e-cooperation (e.g. chat room), 20 % successful treatment of selected problem (project, seminar paper, presentation, discussion, field trip) and 60 % from the exam or colloquium). Bonus points (10) can be awarded for additional work or for an exceptionally well done work.

g. **Examination requirements**:

Written exam – 60 %
Homework, collaboration at exercises and seminars – 20 %
Projects, collaboration during the lectures – 20 %
Extra points – 10 %
Exam can be 100 % written

Article 19. Environmental Economics in Tourism

a. The scope of the course:

Semester: 2nd
Weighting: 6 ECTS points
22,5 hours per week for 2 weeks

Language of instruction: English

Academic activities that support studies may include:

Guest lectures	12 hours
Tutorials	13 hours
Seminars	15 hours
Response to completed assignments	5 hours

b. **Description of objectives:**

The course will focus

- To introduce to students environmental issues in tourism and the basics of environmental policy in the field of tourism.
- To provide background knowledge for ecological (and economic) behaviour of individual entities of tourism industry: both at national and the enterprise level of operation.
- To emphasize the economic dimension.

Students will get to know the basic literature from the field of environment and environmental economics in tourism. They will get to know and understand the connections between tourism and the environment, understand why environmental damages and laws emerge, and get to know theories and instruments of environmental policy in tourism. Theoretically founded knowledge and relations will be applied to practical cases in the field of tourism development and its influence on the environment and the environmental tourism policies. The usefulness of knowledge is also reflected through field work or through cooperation with touristic companies, the government sector and other touristic enteties. With their own application of the gained knowledge and the method of transfer of best practices onto the selected fields the students will be able to reflect on their gained knowledge and experiences. During the implementation of the course the students will acquire, develop and strengthen specific skills:
use of domestic as well as foreign literature especially articles, internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of teaching tools, mostly electronic; use of different procedures and skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.

c. **Content of the academic discipline**

1. Introduction
2. Tourism
3. Tourism impacts
    3.1. Impacts on economic environment

3.2. Impacts on natural environment
3.3. Impacts on cultural environment
3.4. Impacts on social environment
4. Environmental theories on the existence and prevention of environmental damage
5. Environmental policy in tourism
6. Instruments of environmental policy and their application to tourism
6.1. Administrative instruments
6.2. Fiscal instruments
6.3. Market instruments
7. Monitoring of environmental impacts and indicators
8. Applicability of environmental policy
9. Case studies

d. **Forms of instruction and work**:
Lectures, seminars, tutorials, field trips, discussions, guest speakers from the tourism sector.

e. **Syllabus:**
Book chapters and articles announced at the beginning of the course.

f. **Assessment criteria**:
The exam can be only written or it can be combined. With the combined exam the final grade is the arithmetic mean of several grades given for different forms of assessment of knowledge and participation (e.g. 20 % active participation in tutorials and e-cooperation (e.g. chat room), 20 % successful treatment of selected problem (project, seminar paper, presentation, discussion, field trip) and 60 % from the exam or colloquium). Bonus points (10) can be awarded for additional work or for an exceptionally well done work.

Assessment scale: A positive grade from 60 % - 100 % of possible points; 60 % - 67 % (6), 68 % - 75 % (7), 76 % - 83 % (8), 84 % - 91 % (9), 92 % - 100 % (10).

g. **Examination requirements**:
- Written exam (60 %)
- Homework, participation in tutorials and seminars (20 %)
- Projects, participation in lectures (20 %)
- Bonus points for exceptional participation and extra assignments (10 %)
- The exam may be entirely in a written form or combined with an oral exam if the student so wishes (100 %)

Article 20. Environmental Management in Tourism

a. The scope of the course:

Semester: 2nd
Weighting: 6 ECTS points
30 hours per week for 1 week

Language of instruction: English

Academic activities that support studies may include:

Excursions	5 hours
Guest lectures	30 hours
Assignmetns	20 hours
Response to completed assignments	5 hours

b. **Description of objectives:**

The aim of the course will be to:

- Introduce to students the issue of environmental management in tourism and let them know the basics of this concept.
- To provide the basic premises for the introduction of environmental management into tourist companies.
- The emphasis of the subject is on the product concept or environmental management from the perspective of individual touristic companies/suppliers. The subject covers in a lesser degree the destination aspects as a whole.

c. **Content of the academic discipline**

1. Introduction
2. The definition of environmental management
3. Models of environmental management in tourism
    - 3.1. Management of environmental quality (green)
    - 3.2. Management of ecological impacts (grey)
4. Categories of environmental management in tourism
    - 4.1. Eco-codes
    - 4.2. Internal environmental standards and environmental management
    - 4.3. Eco awards
    - 4.4. Eco-labels
    - 4.5. Environmental schemes (EMAS)
5. Introducing environmental management into a touristic company
    - 5.1. The role of public, private and nongovernmental sector
    - 5.2. Models of introducing environmental management in the company
6. Case studies
    - 6.1. WTO Code of ethics
    - 6.2. Lao Code of Conduct
    - 6.3. Green Globe

6.4. EU sign for hotels
6.5. Green Key

Students will get acquainted with the basic literature from the field of ecology, tourism and management of environmental impacts. They will get to know and understand the connections between tourism and environment, and to know laws, theories and techniques of environmental management in tourism. Theoretically founded knowledge and relations will be applied to specific cases in practice from the field of hotel industry, tourism organization, and management of tourist destinations, national parks, etc. The usefulness of knowledge is also reflected through fieldwork or through connections with practice. With their own application of the gained knowledge and the method of transfer of good practices onto the selected fields, companies and agents, students will be able to reflect on their gained knowledge and experiences. During the implementation of the course the students will acquire, develop and strengthen specific skills:
use of domestic as well as foreign literature especially articles, internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of teaching tools, mostly electronic; use of different procedures and skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.

d. **Forms of instruction and work**:
Lectures, seminars, tutorials, field trips, discussions, guest speakers from the tourism sector.

e. **Syllabus:**
Book chapters and articles announced at the beginning of the course

f. **Assessment criteria**:
The exam can be only written or it can be combined. With the combined exam the final grade is the arithmetic mean of several grades given for different forms of assessment of knowledge and participation (e.g. 20 % active participation in tutorials and e-cooperation (e.g. chat room), 20 % successful treatment of selected problem (project, seminar paper, presentation, discussion, field trip) and 60 % from the exam or colloquium). Bonus points (10) can be awarded for additional work or for an exceptionally well done work.

Assessment scale: A positive grade from 60 % - 100 % of possible points; 60 % - 67 % (6), 68 % - 75 % (7), 76 % - 83 % (8), 84 % - 91 % (9), 92 % - 100 % (10).

g. **Examination requirements**:

- Written exam (60 %)
- Homework, participation in tutorials and seminars (20 %)
- Projects, participation in lectures (20 %)
- Bonus points for exceptional participation and extra assignments (10 %)
- The exam may be entirely in a written form or combined with an oral exam if the student so wishes (100 %)

Article 21. Research Methods in Tourism

a. The scope of the course:

Semester: 2nd
Weighting: 6 ECTS points
15 hours per week for 3 weeks

Language of instruction: English

Academic activities that support studies may include:
Tutorials 45 hours

b. **Description of objectives:**

- This course aims at developing students' understanding of the key steps and issues in the research process within the framework of tourism.
- It is designed to give students a solid foundation for doing their own research and the ability to be a knowledgeable consumer of other people's research**.**
- Upon completion of the course, students should be able to independently and effectively use the methods and tools covered in this course for analysis, evaluation, and synthesis of complex issues related to tourism at supranational, national and industry level, destination level and tourism organisation level

c. **Content of the academic discipline**

1. The research process
- Difference between theory and practice: getting started.
- Steps in the research process.
- The measurement challenge in tourism.

2. Desktop research
- Preparation of the critical literature review.
- Identification and use of relevant official data sources.

3. Exploratory field research *
- Observation studies.
- In-depth interviews.
- Focus groups.

4. Confirmatory field research *
- Questionnaire surveys.

5. Toolbox of data analysis
- Methods of qualitative data analysis (vignettes, story-telling, content analysis).

- Methods of quantitative data analysis (univariate, bivariate and multivariate statistics).

6. Toolbox of data synthesis
- SWOT analysis.
- PEST analysis
- Benchmarking.
- Case study.

7. Levels of analysis in tourism with related specific research topics and tools
- Supranational, national and industry level (official tourism statistics, tourism satellite accounts, international comparisons, PEST analysis).
- Destination level (PEST analysis, industry benchmarking, ad hoc projects **).
- Tourism organisation level (SWOT analysis, Six Sigma and continuous quality management, ad hoc projects **).

* When discussing each method of primary data collection these specific related issues are addressed:
- Concerned parties.
- Issues of access.
- Ethical issues.
- Sampling issues.
- Generalisability, reliability and validity of measurement.

** Ad hoc projects can be focused on employee and tourist satisfaction, employee and tourist loyalty, employee motivation etc.

d. **Forms of instruction and work**:

- Lectures: in-depth interpretation of the topics and discussion of selected case studies.
- Tutorials: group and individual problem-solving and discussion of solutions for simple exercises and more complex case studies, either in regular classrooms or in computer labs.
- Seminars: in-depth discussion of specific tourism-related topics; usually based on mini lectures delivered by guests from practice.
- Discussion forums: guided discussions.

e. **Syllabus:**

Main textbook:
- Mark Saunders, Philip Lewis and Adrian Thornhill (2012): *Research Methods for Business Students*. Harlow: Prentice Hall. 6th Edition.

Additional textbooks:
- Mick Finn, Martin Elliott-White, Mike Walton (2000): *Tourism and Leisure Research Methods. Data collection, analysis and interpretation.* Harlow: Pearson Longman.
- A.J. Veal (2006): *Research Methods for Leisure and Tourism. A Practical Guide.* Harlow: FT Prentice Hall.
- Chava Frankfort-Nachmias and David Nachmias (2000): *Research Methods in the Social Sciences*. New York: Worth Publishers. 6th Edition.

- Darrell Huff (1991): *How to Lie with Statistics*. London: Penguin Books. Reprint.

f. **Assessment criteria**:

The exam can be only written or it can be combined. With the combined exam the final grade is the arithmetic mean of several grades given for different forms of assessment of knowledge and participation (e.g. 20 % active participation in tutorials and e-cooperation (e.g. chat room), 20 % successful treatment of selected problem (project, seminar paper, presentation, discussion, field trip) and 60 % from the exam or colloquium). Bonus points (10) can be awarded for additional work or for an exceptionally well done work.

Assessment scale: A positive grade from 60 % - 100 % of possible points; 60 % - 67 % (6), 68 % - 75 % (7), 76 % - 83 % (8), 84 % - 91 % (9), 92 % - 100 % (10).

g. **Examination requirements**:

Home take exam (60 %)
- Homework, participation in tutorials and seminars (20 %)
- Projects, participation in lectures (20 %)
- Bonus points for exceptional participation and extra assignments (10 %)
- The exam may be entirely in a written form or combined with an oral exam if the student so wishes (100 %)

Article 22. Partnership & Network Management in Tourism

a. The scope of the course:

Semester: 3rd
Weighting: 6 ECTS points
9 hours per week for 3 weeks

Language of instruction: English

Academic activities that support studies may include:

Excursions	20 hours
Guest lectures	20 hours
Supervision	2 hours
Response to completed assignments	1 hour

b. Description of objectives:

The course aims to develop the following target skills:

Knowledge and Understanding

The student must:

- be able to understand the tourism destination as a system and the relevance of networks in the management of tourism destinations
- have a proactive and prospective vision and work within a context of social responsibility

Skills

The student must:

- be able to read, understand and analyze scientific texts as well as real case projects
- be able to thoroughly investigate, critically analyse, limit and solve problems by the use of relevant scientific theories and methodologies

Competencies

The student must:

- be able to analyse complex situations and find strategies for their resolution, both individually and in group
- be able to identify and analyse specific problems in the field of tourism and to use appropriate methods to solve them
- be able to develop and implement sustainable strategies in relation to tourism organisations' stakeholders aligned with organisational goals and destinations wellbeing

c. Content of the academic discipline

The course provides an overview of the social and management theory relevant to stakeholders and network management in tourism destinations. A number of related topics and issue such as that of stakeholders in a network, their importance and how many issues of tourism destination marketing and management may be considered from a network perspective. Also, tourism value chain analysis (VCA) for poverty alleviation is thoroughly studied. Altogether, in this course students will analyze the conceptual models, the instruments and the mechanisms available to the product

and/or destination members and managers to implement an effective strategy of co-operation at the level of tourism products and local destinations.

d. Forms of instruction and work:

Teaching takes the form of lectures, discussions and discussion papers. A fieldtrip to a region nearby is organized for students to experience the network of SMEs in tourism and their interrelations. Visiting professors experts on the field of value chain analysis and development projects in developing countries provide real case studies to illustrate theoretical inputs.

e. Syllabus:

The syllabus of the course contains a maximum of 400 pages. The reading materials include a number of books and scientific articles from academic journals concerning clusters and network management in tourism destinations. Also examples of real case studies are used to illustrate value chain analysis and issues of governance in the management of tourism destinations.

f. Assessment criteria:

Students will be required to complete several assignments along the course. Some regarding the cases experienced during the fieldtrip, and some group assignments requiring a more practical approach to the course contents. The quality of the assignments together with the participation in the discussions in the classroom will result in the mark points obtained. Class participation is a very important part of the learning process in this course. The quality of contribution and insights of the students are important to enhance the overall class and learning outcomes.

g. Examination requirements:

Examination form:	Individual set home assignment on fieldtrip (25%) Individual open home assignment (25%) Group project VCA case (50%)
Duration:	1 week + 1 week + 3 days
Number of pages:	1-3 standard pages per student per assignment
Multiple participants:	Yes. Group project VCA case max. 4 students
Second examiner:	Internal
Assessment:	10-point grading scale
Weighting:	6 ECTS

Re-examination requirements

A revision of the assignment will be uploaded for the re-examination.

Article 23. Local Tourism Destination Development & Management

a. The scope of the course:

Semester: 3rd
Weighting: 6 ECTS points
4 hours per week for 6 weeks

Language of instruction: English

Academic activities that support studies may include:

Excursions	16 hours
Guest lectures	8 hours
Supervision	2 hours
Student presentations	16 hours
Response to completed assignments	4 hours

b. Description of objectives:

The course aims to develop the following target skills. The students must:

Knowledge and Understanding

- work within a context of social responsibility and based on sustainable management principles
- understand the role of taxes as mechanisms of financing tourism and to comprehend the interactions between the tourism activity and taxation policies
- understand how tourism destinations are managed to a great extent at local level

Skills

- be able to identify and analyse specific problems in the field of destination management
- be able to apply planning tools as well as economic and financial management systems on the development of tourism destinations
- be able to define priorities within specified objectives
- be able to interpret and critically evaluate results founds
- be able to communicate effectively, both orally and in written form

Competencies

- be able to apply knowledge and skills in new or unfamiliar areas and in multidisciplinary contexts relative to specific fields
- be able to critically analyse, assess and apply destination development and management tools in a variety of settings including financial instruments
- Analyze complex situations and plan strategies for their resolution, both individually and in a group

c. Content of the academic discipline

The course is divided in two parts. The first one (A) deals with the financing of tourism, basically through taxes, and the economic arguments for and effects from the public sector intervention in tourism. In the second part, (B) the interrelation between territory and local government policies (related to tourism) are studied. Besides the theoretical

basis, the course also aims at presenting a series of examples of tourism management in a variety of destinations, both coastal and inland, at city level and county level. In addition to this, these sessions will also deal with the most common techniques councils use to promote and regenerate tourism.

d. Forms of instruction and work:

Teaching will normally take the form of lectures, discussions and discussion papers. Part A focuses group discussion and a discussion paper on the analysis of a specific destination, visited by students on a fieldtrip during the course. Part B requires students to orally present the analysis of a specific case; requesting students to critically assess its management, and provide proposals for improvement if needed. Thus, an active role of the students is part of the learning process.

e. Syllabus:

The content of the course involves a maximum of 300 pages. The syllabus includes a number of books concerning tourism economics and policies as well as articles from academic journals such as Annals of tourism research.

f. Assessment criteria:

In regard to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the objectives detailed above. The degree to which they master the general competence objectives previously mentioned is completely relevant to the final assessment. The final grades will also take into account genuine participation of the students in the various debates, comments about the selected papers and case studies and communication skills during oral presentations.

As the course is divided in two parts, both are assessed by different professors and both count a 50% of the final grade. For the first part of the subject (A) 75% of the final mark will be the result of student's work during the course; the other 25% will be the result of a test exam at the end of the course. The other half of the subject (B) the final mark will be obtained from a team work (4 students as maximum per team), assuming the role of a local agent working in the tourism sector will have to be presented and defended in front the rest of the members of the class and will be marked by the professor and also by the rest of companions of the class.

g. Examination requirements:

Examination form:	Part A. Written exam (25%) + Discussion Paper+ Oral Presentation (75%)
Duration:	1.5 hours + 1 week + 15 minutes
	Part B. Individual open written essay + Group set home assignment + Oral Presentation
Duration:	1 week + 2 weeks + 15 minutes
Number of pages:	1-3 standard pages per student per paper/essay/assignment.
Multiple participants:	Yes. Group set home assignment max. 4 students
Second examiner:	Internal
Assessment:	10-point grading scale
Weighting:	6 ECTS

Re-examination requirements
A revision of the assignment will be uploaded for the re-examination.

Article 24. Management of Tourism Innovation & New Products

a. The scope of the course:
Semester: 3rd
Weighting: 6 ECTS points
3 hours per week for 7 weeks

Language of instruction: English

Academic activities that support studies may include:

Supervision	10 hours
Question hour	10 hours
Student presentations	5 hours
Response to presentations	2 hours
Excursions	12 hours

b. Description of objectives:

The course aims to develop the students' following target skills:

Knowledge and Understanding

- to develop creative thinking, entrepreneurial skills and problem-solving abilities
- to understand the product development process in the various levels of analysis

Skills

- to manage innovation processes in complex settings like tourism destinations

Competencies

- to be able to create, manage and effectively commercialise new tourism products addressed to different segments of the market
- to analyse and diagnose the obstacles to the implementation of innovation strategies in tourism and to effectively design mechanisms to solve these problems

c. Content of the academic discipline
The competitiveness of tourism organizations has been significantly improved by technical innovations in areas like transport and IT. However, the intensity and scope of innovation vary among the various sectors in the tourism industry; very large firms in hospitality, transport and tour-operation have been developing new products and processes as part of their ongoing competitive strategy. However, SMEs innovative capacity in the tourism industry has remained low, probably because of their lack of R&D personnel and activity. The innovation capacity of small tourism firms depends on the networking activity among them, the local administration and the universities; and

on the Governmental policy on innovation and tourism.
The aim of this module is to explain the available techniques for creativity, entrepreneurship and innovation management and their potential application to the different activities carried out by all types of tourist organizations and entrepreneurs.

d. **Forms of instruction and work**:
Teaching takes the form of lectures, class discussions and personal meetings for project group supervision. The teacher must inform students about how study activities are organised on commencement of teaching. Students must carry out a group project that requires, to a certain extent, the implementation of the academic materials provided in class.

e. **Syllabus:**
The content of the course involves a maximum of 300 pages.

f. **Assessment criteria**:
According to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the goal description. The grade is based on their ability to create, manage and effectively commercialise a new tourism product. The grade will also take into account the student competence to show and somehow sell the product through the oral presentation (5-minute pitch) as well as the level of creativity and actual market place of the proposed product.

g. Examination requirements:

Examination form:	Group open home assignment + Oral presentation
Duration:	5 weeks + 15 minutes
Number of pages:	15-25 standard pages per group
Multiple participants:	Yes, max. 2 students
Second examiner:	Internal
Assessment:	10-point grading scale
Weighting:	6 ECTS

Re-examination requirements
A revision of the assignment will be uploaded for the re-examination.

Article 25. Customer Management

a. The scope of the course:

Semester: 3rd
Weighting: 6 ECTS points
11 hours per week for 5 weeks

Language of instruction: English

Academic activities that support studies may include:

Excursions	5 hours
Guest lectures	5 hours
Question hour	2 hours
Student Panel discussions	8 hours

b. Description of objectives:

The course is structured in two parts covering different topics related to customer management in tourism. A first part (A) devoted to current trends on start-up development and innovation, both highly focused on customer needs. And a second part (B) more centered on quality standards and techniques for quality assurance in tourism businesses. During the course, the students will develop the following target skills:

Knowledge and Understanding

- possess knowledge within the field of customer management in start-ups: Customer Development Model, Lean Start-up Model, Value Proposition Design, Business Model Canvass
- possess knowledge within the field of classic customer management and quality: Quality terminology and management (ORM), Quality Axioms, Juran's Trilogy, PDCA Circle, SIPOC, Quality Plan and Guarantee Standards (ISOs)
- be able to understand and critically reflect on the knowledge of customer management

Skills

- be able to critically assess the various theories and methods within customer management
- be able to make precise and consistent use of concepts and terminology
- be able to reflect on specific cases, communicate statements to an audience in a clear manner and follow a panel discussion

Competencies

- be able to assess all sorts of customer management tools and to implement them in practice. Emphasis will be put on IT-based tools.

c. Content of the academic discipline

This course introduces students to (A) several business and product development techniques currently used to identify customer needs and ensure agile management in start-ups. Differently, the course also covers (B) the study of Customer Satisfaction Standards that are being increasingly used worldwide, including many associated tools, techniques and systems. The course is divided in the three main subjects: Part 1 discusses the rela-

tionship between customer satisfaction and quality management, and part 2 addresses practical issues related to QM-CS standards, their implementation and integration. Then, in the last part, the course focuses in the management of tourism customers at the stage of information gathering and buying decision-making.

d. **Forms of instruction and work**:
In general, teaching takes the form of lectures, discussions and discussion papers. Part A r quires a more active participation of the students in class via Expert Panel Discussions. Students are divided in 4 groups, every group has a different task but during the course all must orally participate in one Expert Panel Discussion, write one review about an Expert Panel Discussion and write two summaries of the articles and reading materials used to prepare two different Expert Panel discussions. Part B adopts a more classical approach to teaching, with lectures covering models and theories on quality management. An excursion to observe best practices on quality assurance for both customer service and human resources is conducted and an expert on Quality standards is invited as visiting professor.

e. **Syllabus:**
The syllabus of the course comprises a number of maximum 800 pages.

f. **Assessment criteria**:
With due regard to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the goal description and the degree to which they master the general competence objectives mentioned above. Positive assessments are highly linked to active participation of the student in class and the level of their contribution to the discussion. The challenge of applying the acquired knowledge as well as working in teams are also valued on the grading.

g. **Examination requirements**:

Examination form:	Part A (50%). 3 Individual set home assignments + Oral Panel Discussion.
Duration:	1 week + 1 hour
	Part B (50%). Group set home assignment + Oral presentation + In-class Test
Duration:	1 week + 15 minutes + 1 hour
Number of pages:	Individual set home assignments 1-2 standard pages; Group set home assignment 10-15 standard pages. 3-4 students per group. Individual contributions must be specified.
Multiple participants:	Yes, max. 4 students on the group assignment
Second examiner:	Internal
Assessment:	10-point grading scale
Weighting:	6 ECTS

Re-examination requirements
A revision of the assignment will be uploaded for the re-examination.

Article 26. Cultural Tourism in Urban Destinations

a. The scope of the course:

Semester: 3rd
Weighting: 3 ECTS points
10 hours per week for 2 weeks

Language of instruction: English

Academic activities that support studies may include:
Excursions 20 hours

b. Description of objectives:

The course aims to stimulate the critical sense of the student for the evaluation of the different models of tourism management in any urban space. Accordingly, during the course students will develop the following target skills:

Knowledge and Understanding

- to know and understand the necessary instruments for the study and the analysis of the management of touristic urban spaces

Skills

- to learn how to analyse and diagnose the needs a urban area has for tourism development

Competences

- to be able to explain, assess and apply alternative strategies for the development and management of cultural tourism in urban settings
- Given a specific urban area, to sustainably plan in accordance with the diagnose made and the needs that urban area has

c. Content of the academic discipline

The aim of the course is to provide the student with knowledge of the instruments to effectively manage a cultural tourism urban area. The course will also introduce the student to the main models of tourism in urban spaces and stimulate the critical sense of the student for the evaluation of tourism management in urban areas.

d. Forms of instruction and work:

Teaching takes the form of lectures, fieldtrips, discussions and discussion papers. Teaching must be organised in such a way as to support the humanities model for active learning and activating teaching as previously described. The teacher must inform students about how the field trip and the study activities related to it are organised on the first introductory class. After in-class academic and theoretical reviews, an excursion to several urban destinations provides real settings for on-the-field analysis and appliance of the several instruments and models studied in class.

e. Syllabus:

In order to deeply understand the concepts provided in class, the course has a reading requirements of about 400 pages. These include academic articles describing models and specific case studies related to the fieldtrip. Also several books covering the topic, especially Cultural Heritage and Tourism: An introduction (2011) by Professor Timothy Dallen.

f. Assessment criteria:

With due regard to the level of studies, importance is attached to the degree to which students not only acquire the knowledge but are able to apply it on real cases. In order to pass the course, students must hand in (1) an individual essay containing personal field notes (e.g. ideas, reflections of the excursion) and (2) a group written report based on the excursion and covering specific questions on different attractions and destinations. All assignments are assessed according to the students' ability to master the competence objectives mentioned above.

g. Examination requirements:

Examination form:	Individual set home written assignment Group set home written assignment
Duration:	1 week
Number of pages:	2-3 standard pages per student per assignment. Group written assignment is done in groups of 4 students. Individual contributions must be identified.
Multiple participants:	Yes, max. 4 students
Second examiner:	Internal
Assessment:	10-point grading scale
Weighting:	3 ECTS

Re-examination requirements

A revision of the assignment will be uploaded for the re-examination.

Article 27. Contractual Arrangement in Tourism Management

a. The scope of the course:

Semester: 3rd

Weighting: 3 ECTS points

4 hours per week for 3 weeks

Language of instruction: English

Academic activities that support studies may include:

Guest lecturers	8 hours
Role Play Simulation	4 hours
Response to completed assignments	1 hour

b. Description of objectives:

The aim of this subject is to present to the students the main legal aspects most used in travel, transportation and hotel services as well as the available regulating instruments that support an effective management of tourism activities. Altogether, with this course, students will develop the following target skills:

Knowledge and Understanding

- to understand the regulative framework of tourism business agreements and contracts
- to obtain a certain extent of knowledge on Contract Law and Consumer rights in order to design and manage tourist products ethically

Skills

- to critically evaluate available contractual arrangements and to assess their implications both for customers and suppliers
- to draft contractual arrangements to deal with most types of tourism business transactions and relationships

Competencies

- to analyse particular cases and adapt any tourist product to a legal framework according to their own interests

c. Content of the academic discipline

The course seeks to provide an appropriate knowledge of the various legal instruments in regard to the management of tourism products. Consumer rights must be known when designing tourist products. Unlike face to face situations, consumer protection is not the same in the case of distance contracts concluded online. Therefore, the course syllabus provides an approach to new technologies from a legal point of view and requires the analysis of the most important legal tools such as the legal framework of Travel Contracts, the regulated Package Travel Contract, the European Contract Law, the Air Passengers Rights, the Horizontal EU directives and the several conventions covering those (e.g. Montreal, Paris).

d. Forms of instruction and work:

Instruction will mainly take the form of lectures. However, during these both the main lecturer as well as visiting professors will combine the explanation of theoretical knowledge (e.g. current legislations) together with jurisprudence examples. In line with the analysis of precedents in case-law, students receive a specific case and are asked to conduct a role play simulation, where both parties are represented. In this regard, individual research, oral explanation, professor feedback and group reflection and discussion are actively involving all students in the learning process.

e. Syllabus:

The syllabus of the course contains books, academic articles, laws and case-laws. There are 9 different reading materials that involve around 300 pages.

f. Assessment criteria:

Students are assessed based on a (1) role-play simulation representing 60% of their assessment over the course; a (2) final exam with a multiple choice test and some questions to be answered in writing and, where appropriate, a commentary on text at the end of the course. This part represents the other 40% of their assessment. Therefore,

the formula to calculate the final mark is 'Role-play simulation *0.6 + Final exam *0.4= Final mark'.

In this measure, grades are given focusing on the degree to which students' performance live up to the goals provided in the description above. Importance is attached to their ability to read, understand, and reflect upon the materials and cases provided in class, as well as their creative and problem-solving skills when facing new situations.

g. Examination requirements:

Examination form:	Written exam (40%) Duration: 1.5 hours Individual set home assignment + Oral presentation (60%) Duration: 1 week + 15 minutes
Number of pages:	1-3 standard pages per student.
Multiple participants:	No
Second examiner:	Internal
Assessment:	10-point grading scale
Weighting:	3 ECTS

Re-examination requirements
A revision of the assignment will be uploaded for the re-examination.

Master's thesis

Article 28. Thesis

a. Length:

The thesis is written during the fourth semester at either of the 3 partner universities, as an applied thesis, or at either of the EMTM programmes' associated partners. The thesis completes the programme.

Weighting: 30 ECTS points
Work on the thesis is conducted under individual supervision from a teacher from one of three partner universities. Students will receive further information about the thesis process at the beginning of the third semester in Girona.

b. Goal description:

Students must:

Knowledge and Understanding

- have a deep theoretical and methodological understanding of international tourism studies
- have a deep and critical understanding of relevant research literature for the chosen area.

Skills

- be able to provide a qualified account of relevant research literature
- be able to take a critical view of the sources used and document them with the help of references, notes and a bibliography
- be able to systematise complex knowledge and data and to select and prioritise matters of importance for the subject
- be able to critically and independently investigate, analyse and discuss the academic problem on the basis of the intentions described with the help of relevant academic theories and methodologies and argue on a solid scientific foundation
- be able to evaluate and revise their own methodological and theoretical approaches
- be able to compile their results in a clear, linguistically correct presentation that lives up to scientific requirements for analysis, argumentation and documentation
- be able to excerpt and summarise the results of the study and to evaluate the strong and weak aspects of their own work
- be able to provide an account of the underlying intention of the thesis, its methods, theoretical foundation, analyses and results in the form of a thesis resume.

Competencies

- manage the thesis process, including being able to delimit and define a subject for the thesis and, on this basis, formulate a clear, scientific problem that is productive in relation to the chosen area
- control work- and developmental situations that are complex and presuppose new solutions, as well as be able to collaborate, including the ability to receive and give constructive criticism
- work independently, in a disciplined, structured and goal-oriented including the ability to meet deadlines and other formalities.

c. The content and subject of the thesis:

The thesis is a major written assignment that enables students to independently write about a subject within the field of tourism in depth and in this way to document their ability to apply scientific methodology. The subject of the thesis is chosen by the individual student in consultation with the supervisor.

d. Assessment criteria:

With due regard to the type of examination and the level of studies, importance is attached to the degree to which students' performances live up to the goal description and the degree to which they master the general competence objectives mentioned in Article 2.

Grades are given in accordance with the degree to which the objectives described have been fulfilled, as stated in the ministerial order on grading.

e. Examination requirements:

The thesis is a written home assignment. A supervision form and thesis proposal must be signed by both parties.

The ability of students to correctly spell and express themselves, must be assessed as passed. Poor use of language can negatively affect the overall grade.

Examination form:	Master's thesis
Length per student, thesis:	60-100 standard pages
Length per student, summary:	5 standard pages
Multiple participants:	Yes, max. 3. In groups of 2-3 students, the number of pages per student is reduced to 40-70 pages per student. Individual contributions must be indicated. Individual grades are given. Summary: The number of pages per student is reduced to 3-4 pages per student.
Second examiner:	**SDU**: External **UL**: Internal/External **UdG**: Internal
Assessment:	**SDU**: 7-point grading scale **UL**: 10-point grading scale **UdG**: 10-point grading scale
Weighting:	30 ECTS points
Submission:	**SDU**: Master thesis and summery must be submitted by using “SDU Assignment” on Blackboard **UL**: Master thesis and summary must be submitted: * Digitally in doc/docx file and pdf versions, and * In three hard copies

UdG: Master thesis and summary must be submitted electronically in doc/docx and pdf versions by email to the EMTM secretariat emtm@emtmmaster.net, with supervisor cc.

III. Effective date and transitional provisions

This curriculum was drawn up in accordance with Ministerial Order no. 1328 of November 15th 2016 on "Universiteternes internationale uddannelsesforløb" and comes into effect for students who matriculated on September 1st 2017 or later.

Transitional provisions:

Curriculum 2017 is identical to the curriculum 2015.

Recommended for approval by the Academic Study Board for Design and Tourism on August 25th 2015.

Approved by the Dean's Office of the Faculty of Humanities on May 17th 2017.

General part

IV. Joint provisions for humanities programmes at the University of Southern Denmark

Can be found on the Faculty Secretariat website under:
www.sdu.dk/hum/faellesbestemmelser

Revised by the Dean effective September 1st 2015.

On exemption from the rules in the curriculum:
In exceptional circumstances, the university can grant exemption from those regulations in the curriculum that are solely established by the university (cf. the ministerial order on bachelor and graduate programmes at universities).

Appendix 1

The connection between the qualifications framework for higher education, the programme's competence objectives and the learning goals of the individual subject areas

Appendix 1 is only valid for courses offered by University of Southern Denmark.

Qualification Framework for Danish Higher Education	Competence objectives In the following, there is a differentiation between general and subject-specific competence objectives. The general competence objectives are the overall, primarily intellectual competence objectives that students have acquired when they complete a given programme, while the subject-specific competence objectives relate to the programme's academic core competence. The general competence objectives are in italics.	The learning objectives of the individual subject elements
Knowledge:		
Must possess knowledge of one or more subject areas which, in selected fields, is based on the highest international research within a subject area.	Graduates – must possess knowledge of one or more subject areas which, in selected fields, is based on the highest international research within tourism studies	§14, §15, §16, §17, §29
Must be able to understand and, on a scientific basis, reflect on the knowledge of the subject area(s) as well as be able to identify scientific issues.	Graduates - must be able to understand and, on a scientific basis, critically reflect on the knowledge of the subject area(s) as well as to identify scientific issues - must be able to delimit and define a research or project task at a high scientific level within the field of tourism studies. Graduates must be able: *1. to delimit and define a academic problem at a high scientific level*	§14, §15, §16, §17, §29
Skills:		
Must master the scientific methodologies and tools of the subject area(s) as well as master general skills related to work within the subject area(s).	Graduates must be able to: - master the scientific methodologies and tools relevant to tourism studies - master general skills related to work within tourism and related areas - use Participatory Inquiry as an inquiry based learning process that inter-	§14, §15, §16, §17, §29

	weaves Knowing, Doing, Making and Relating and leverages the participatory nature of communicative interaction between people. Graduates must be able: *3. to systematize complex knowledge and data as well as critically choose and prioritize particularities that are essential for the topic* *4. to master, critically, the field's various theories and methods* *5. to employ terms in a precise and consistent manner* *6. to argue at a scientific level* *9. to evaluate sources critically and document these by using references, notes and bibliographies* *14. to use IT as a tool in connection with data analysis, information seeking, and knowledge presentation* *15. understand and make use of academic texts in English and in the Scandinavian languages* *16. be able to formulate academic English*	
Must be able to evaluate and select among the scientific theories, methodologies, tools and general skills of the subject area(s), and set up, on a scientific basis, new analysis and solution models.	Graduates must be able to: – master the scientific methodologies and tools relevant to tourism studies *Graduates must be able:* *2. to investigate, analyse and solve academic problems thoroughly by means of relevant academic theories and methods as well as incorporating current international research*	§14, §15, §16, §17, §29
Must be able to communicate research-based knowledge and discuss professional and scientific issues with both peers and non-specialists.	Graduates must be able to: - use Participatory Inquiry as an inquiry based learning process that interweaves Knowing, Doing, Making and Relating and leverages the participatory nature of communicative interaction between people. *Graduates must be able:* *7. to initiate and complete an academic dialogue* *10. to use language – written and/or spoken – which is topic-oriented, precise and correct* *11. disseminate research based knowledge and discuss complex scientific issues, making it relevant and comprehensible for different*	§14, §15, §16, §17, §29

	target groups	
Competences:		
Must be able to manage work situations and developments that are complex, unpredictable and require new solution models.	Graduates must be able to: - manage work situations and developments that are complex, unpredictable, and require innovative models or solutions *Graduates must be able:* *8. to have a clear focus and consistency in conducting tasks* *12. to control work- and developmental situations that are complex and presuppose new solutions, as well as be able to collaborate, including the ability to receive and give constructive criticism*	§14, §15, §16, §17, §29
Must be able to independently initiate and carry out discipline-specific and interdisciplinary collaboration and assume professional responsibility.	Graduates must be able to: - enter into collaborative partnerships in different leaning environments, including being able to accept criticism of their own work, give constructive criticism to others and assume professional responsibility *Graduates must be able:* *13. to work independently, in a disciplined, structured and goal-oriented including the ability to meet deadlines and other formalities*	§14, §15, §16, §17, §29
Must be able to independently take responsibility for their own professional development and specialisation.	Graduates must be able to: - independently take responsibility for his/hers own professional development, learning and specialisation in the field of tourism - pursue an inquiry by moving from experiment to experiment as they open up and explore a range of perspectives on that inquiry.	§14, §15, §16, §17, §29