

Module-Code	LTM8B1000
Module description	Introduction to Management
If necessary courses of the module	Management Concepts Human Resource Management
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Terminology of management, • Development of management theory including different concepts, human resources & leadership • Particular management concepts e.g. change management, operation management, innovation management, marketing management, and human resource management <p><u>Practical</u></p> <ul style="list-style-type: none"> • Application of marketing mix • Application of creativity techniques • Utility of HR tools and methods in practice <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • Skills in project management • Calculations in finance / accounting, HR accounting, absenteeism, fluctuation, employee motivation • Leadership & intercultural behavior
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Provide an introduction of terminologies of management concepts and human resource management. Extensive knowledge considering antecedents and current developments in management theory. Students will be able to understand and differentiate among various management approaches. Particular management concepts in marketing, finance, operations and human resources are considered, analysed and assessed. Human resources covers in particular functions e.g. training, recruitment and HR marketing, payroll, attendance, performance evaluation, fluctuation and absenteeism of the entire workforce. Human resources may therefore be perceived as human capital – the human asset for potential competitive advantage.</p> <p><u>Applying knowledge and understanding</u> Theoretical foundations and management concepts will be discussed within seminar-orientated lectures to increase knowledge and understanding. They will reflect on and reason within their gained knowledge to apply evaluation and analysis realistically in business and managerial cases.</p>

	<p><u>Making judgements</u> Students will be able to appraise and assess different management-related concepts and techniques to emphasize the utility for practical purposes.</p> <p><u>Communication</u> Students may develop communication skills being competent in understanding and applying multi-faceted management concepts considering holistically prosperous and sustainable corporations.</p> <p><u>Learning skills</u> This module encourages students to develop and familiarize with management concepts and techniques and the practical use of it.</p> <p><u>Methodology</u> Students recognize the importance of the theory of management and how it can operable and feasible (practice-orientated) be applied within business and management.</p>
Study semester	3 rd
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (90h self-study, 60h contact time)
Kind of module	compulsory
Applicability of module	The module is interdependent to LTMB1100 Project Management, LTMB1200 Special Aspects of Management, LTMB2200 Leisure and Tourism Markets und LTMB2900 Social Sciences in Tourism.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Wolfgang G. Scherl
Name of the lecturer	Prof. Dr. Wolfgang G. Scherl Prof. Dr. Ralf Mertens
Language of teaching	English
Assessment methods and duration of examination	3-hour written examination
Emphasis for the final grade	5%
Learning methods of the module	seminar-orientated lectures, case studies, discussions, exercises,
Special features	none
Literature	<p>Certo, S.C. & Certo, S.T. (2015) Modern Management: Concepts and skills. New York, Prentice Hall.</p> <p>Armstrong, M. (2006) A Handbook of Management Techniques, London, Kogan</p> <p>Dessler, G. (2017) Human Resource Management. Boston, Pearson.</p>

	<p>Torrington, D. (2017) Human Resource Management. Harlow, Pearson.</p> <p>Further literature on ILIAS learning platform</p>
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Module-Code	LTM8B1100
Module description	Project Management
If necessary courses of the module	Introduction to Project Management Applied Project Management
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Project / Project Manager - Course Overview & Administration, Definitions • Project Success • Project Structure • Project and Product Lifecycles • Project Phases • Project Management Processes Project Initiation Project Scope Work Breakdown Structure Project Time Management Cost Estimation Earned Value Management <p><u>Practical</u> Project Charter, Project Management Plan, Scope Management, collect requirements, define scope, create Work Breakdown Structure – plan, Schedule Management, define Activities, sequence Activities, estimate activity resources, estimate activity duration, develop schedule, control schedule, automation tools, introduction to Project Libre, plan cost management, estimate costs, determine budget, control costs</p> <p><u>Interdisciplinary</u> Project management in a tourism context; Connect to management and strategy</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> The course provides students with a basic knowledge about project management according to the international PMI standard. Students will be able to differentiate between processes and project; they will be able to successfully manage projects in an international environment by considering intercultural challenges in project management.</p> <p><u>Applying knowledge and understanding</u> The objective of the course is to understand and to be able to apply the basic concepts of international project management and apply these concepts in a real life environment / project.</p> <p><u>Making judgements</u> The planning and realization of a project is performed by students which requires - among others - the development of the ability of prioritization, budget allocation and decision making.</p>

	<p><u>Communication</u> Communication skills required are:</p> <ul style="list-style-type: none"> • to discuss openly and deeply in intercultural teams all matters of the project • to work cooperatively and effectively in a project team • to present the results of the project <p><u>Learning skills</u> Learning skills to be achieved are:</p> <ul style="list-style-type: none"> • developing an understanding of project management in general (versus process management) • getting an understanding of the terms and concepts of project management according to international standards • to work cooperatively and effectively within an international team of peers in carrying out a specific project • presenting the results of the project planning phase <p><u>Methodology</u> Develop project charter, project management plan, scope management, collect requirements, define scope, create work breakdown structure, plan schedule management, define activities, sequence activities, estimate activity resources, estimate activity duration, develop schedule, control schedule, plan cost management, estimate costs, earned value management, determine budget, control costs.</p>
Study semester	2 nd
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	Without a detailed understanding of topics related to project management, especially in an international context, students will not be able to successfully operate in an increasingly “projectized” world. Consequently they need to be aware of the basic project management concepts and standards when working in an international environment. Often project work is the first task being assigned to newly acquired staff making project management skills a prerequisite for successfully entering the job market.
Prerequisites	none

Professor / Lecturer in charge	Prof. Dr. Björn P. Jacobsen
Name of the lecturer	Prof. Dr. Björn P. Jacobsen
Language of teaching	English
Assessment methods and duration of examination	project work
Emphasis for the final grade	3%
Learning methods of the module	lectures, workshops, computer software, projects
Special features	none
Literature	<p><i>Compulsory Literature</i> Materials distributed with lecture notes.</p> <p><i>Recommended Literature</i> Pinto, J.K. (2015), Project Management: Achieving competitive Advantage, 4th Ed.</p> <p>Project Management Institute (2013), A Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Ed.</p> <p>Project Management Institute (2006), Practice Standard for Work Breakdown Structures, 2nd Ed.</p> <p>Project Libre Inc. (2014), User Guide, Version 0.3.3</p> <p>Zandhuis, A. (2014), Eine Zusammenfassung des Pmbok Guide – Kurz und bündig, Van Haren Publishing</p> <p>All titles in the current edition. For updated bibliographies, see the course syllabus.</p>

Module-Code	LTMB1200
Module description	Special Aspects of Management
If necessary courses of the module	Leadership Intercultural Management
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Intercultural management and leadership • Different theories and concepts of leadership, management, and cultural management • Corporate responsibilities • Power and policies in leading positions within global settings • Essential intercultural management and leadership skills and competencies • Global teams, global leadership, global communication and conflict management <p><u>Practical</u></p> <ul style="list-style-type: none"> • Leadership and intercultural management combine knowledge and understanding with prevailing theories and practice. Critical & abstract thinking of current relevant cases facilitate application, analysis and evaluation of its holistic and sustainable orientation. • Case studies facilitate the internalisation of knowledge and understanding. • Development of skills and competencies of individuals and groups in continuous changing national and international environments. <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • Tourism as multi-faceted, intercultural and global, business • Human resources • HR development • Efficiency and Efficacy of HR • Project management • Diversity management • Events and projects
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Students develop an understanding of leadership and intercultural management by appraising different models and theories of intercultural management and leadership discussed within academia. Students consider e.g. cultural idiosyncrasies, western versus eastern socialization, societal change, and consequently focus on national and</p>

	<p>international cultures and corporate identities for sustainable corporate development and prosperity.</p> <p><u>Applying knowledge and understanding</u> Theoretical foundations and concepts will be discussed within seminar-orientated lectures; cases enable to develop understanding and application to broaden their horizon of intercultural idiosyncrasies and leadership.</p> <p><u>Making judgements</u> Students will be able to analyse and appraise issues in relevant cases to further internalise and consequently improve the learning outcome.</p> <p><u>Communication</u> Students may communicate and discuss both realms of the module – intercultural management and leadership – to develop their overall expertise.</p> <p><u>Learning skills</u> This module encourages students to develop their expertise in intercultural idiosyncrasies and leadership.</p> <p><u>Methodology</u> Students perceive and recognize the importance of intercultural management and leadership to develop their skills and competencies.</p>
Study semester	4 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	6
Workload and its composition	180 hours (116 h self-study, 66 h contact time)
Kind of module	compulsory
Applicability of module	The module is interdependent to LTMB1000 Introduction to Management, LTMB1100 Project Management, LTMB1900 Research Project, LTMB2600 Tourism Management, LTMB2700 Leisure Management, LTMB4400 Sustainability and CSR und LTMB4700 Advanced Leisure Management.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Wolfgang G. Scherl
Name of the lecturer	Prof. Dr. Benjamin Beug (2017 extern) Prof. Dr. Björn Jacobsen Prof. Dr. Wolfgang G. Scherl
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	4%
Learning methods of the module	lectures, case studies, exercises, group work, reflexion rounds, discussions
Special features	

Literature	<p>Gus, G. (2017) Leadership through trust. Leveraging Performance and Spanning Cultural Boundaries. Heidelberg, Springer Publishing.</p> <p>Holenweger, M.O., Jager, M.K. & Kernic, F. (2017) Leadership in extreme situations. Heidelberg, Springer Publishing.</p> <p>Armstrong, M., & Stephens, T. (2005) The Handbook of Management and Leadership, London, Scotprint.</p> <p>Scherl, W.G. (2014) Human Resource Management and Different Concepts of Emotional Intelligence. European Journal of Social Sciences, Vol. 45, 2.</p> <p>Porter, K., Smith, P., & Fagg, R. (2006) Leadership and Management for HR Professionals, Oxford, Biddles.</p> <p>Maxwell, J.C. (2003) Leadership, Gießen, Brunnen.</p> <p>Chhokar, J.S., Brodbeck, F.C., House, R.J. (2008), Culture and leadership, across the world: The GLOBE book of in-depth studies of 25 societies, Lawrence Erlbaum Associates, NY</p> <p>Deresky, H. (2017), International Management: Managing across Borders and Cultures, 9th Ed., New Jersey</p> <p>Hall, E.T. (1990), Understanding Cultural Differences, Germans, French and Americans, Yarmouth</p> <p>Hodgetts, R.M., Luthans, F., Doh, J. (2005), International Management: Culture, Strategy and Behavior, 6th Ed.</p> <p>Hofstede, G.H. (2001), Culture's consequences: comparing values, behaviors, institutions, and organizations across nations, 2nd Ed., Thousand Oaks</p> <p>Morrison, T., Conway, W.A., Borden, G.A. (2006), Kiss, Bow, or Shake Hands: How to do Business in 60 Countries, 2nd Ed., Avon, MA</p> <p>Trompenaars, F. (1994), Riding the waves of culture, Irwin, New York</p>
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Module-Code	LTM8B1300
Module description	Corporate Finance
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Concept of value: Goals and governments of corporations, PV, bonds, common stocks, NPV and IRR; Introduction to risk: Risk and Return, portfolio theory and the CAPM, risk and cost of capital; Financing decision and market efficiency: Efficient markets and behavioral finance, corporate financing; Capital structure and payout policy: Payout policy, does debt policy matter, how much should a corporation borrow; Financial planning and working capital management: Financial analysis, WC management</p> <p><u>Practical</u> Investment calculations, analysis and reports</p> <p><u>Interdisciplinary</u> This module is applicable for Baltic Management Studies.</p>
Qualification objectives and learning objectives	<p><u>Knowledge & Understanding</u> The module delivers the basic approaches for understanding of figures and numerical data on the one side, the calculation basis to determine the efficiency of investments and tools of financing these on the other side.</p> <p><u>Applying Knowledge & Understanding</u> The theoretical knowledge is being applied in tasks close to reality, case studies and every day information in the news</p> <p><u>Making judgements</u> Students learn how decisions influence profitability and liquidity and as a result the success of business decisions.</p> <p><u>Communication</u> These basic subjects are a mix of ex cathedra lecturing where the students are actively involved by questions, class (individual and group) work and discussions and seminars where students presenting and defending the results of their homework</p> <p><u>Learning Skills</u> Treat and work with the data and monetary framework as decision basis for entrepreneurial and general business decisions</p> <p><u>Methodology</u> lecture, seminar, exercise, group work</p>
Study semester	6 th

Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	Corporate Finance is the area of finance dealing with monetary decisions the business enterprises make and the tools and analyses used to make these decisions. This module is the basis for all other finance courses, the financial aspects of a business and the marketing plan.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Marcus Scheibel
Name of the lecturer	Prof. Dr. Marcus Scheibel
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	combination of lectures and seminars
Special features	
Literature	<ul style="list-style-type: none"> • Brealey, Myers, Allen: Principles of Corporate Finance, New York, McGraw Hill, 10th or later eds. • McGuigan, Moyer, Rao, Kretlow: Contemporary Corporate Finance, South Western, 12th int. or later eds. • Berk and Demarzo: Corporate Finance, Pearson, 3rd int. or later eds. • Lumby, Johns: Corporate Finance – Theory and Practice, Cengage, 9th int. or later eds. • Gitman, Zutter: Principles of Managerial Finance, Pearson, 13th int. or later eds. • Copeland, Weston, Shastri: Financial Theory and Corporate Policy; Pearson, 4th int. or later eds. • Pike, Richard & Neale, Bill; Corporate Finance and Investing, Prentice Hall, 6th or later eds. • Academic papers, newspapers, magazines, small case studies

Module-Code	LTMB1400
Module description	Working Techniques
If necessary courses of the module	Scientific Publishing Presentation Techniques Basics of Research
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Introduction to, philosophy, ontology, epistemology, and research methodology • Robust scientific research, analysis, evaluation and organisation of literature (endnote) • Writing and presentation of scientific work in an appropriate academic and correct style internationally applied • (Harvard Referencing) • Presentation Skills <p><u>Practical</u></p> <ul style="list-style-type: none"> • Understand the difference of quality among the variety of resources (unreliable non-academic resources i.e. internet) • Academic and non-academic quality • Academic writing & referencing according Harvard Referencing • Understanding & interpretation of research data & methodology • Professional presentation skills <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • Students familiarize with academic standards and scientific research. Elaborated argumentation based on scientific research equip students with skills and competencies needed in all sorts of disciplines within corporations
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Students familiarise with the “Science of Knowledge”. They are able to work scientifically based on consistent data. They develop skills and competencies in academic research and the critical use of online and offline information resources. They are able to present scientific results in various written, situational and multimedia-based form. The students gain knowledge and develop skills in several methodological realms – particularly in quantitative and qualitative data gathering, learning & reflection, analysis and evaluation of available resources. This module aims to develop skills in consistent scientific research and appropriate academic writing and presentation.</p>

	<p><u>Applying knowledge and understanding</u> Students are immediately able to apply their knowledge within their daily routine in higher education and different courses. This facilitates understanding and further development of academic skills and competencies.</p> <p><u>Making judgements</u> Students are able to evaluate different information technologies, resources and methodologies used within academic and non-academic settings to improve analysis and reflexion; it facilitates holistically the appraisal of the quality of available resources.</p> <p><u>Communication</u> Students may communicate and discuss relevant knowledge and expertise, delineate issues and reason about resources to both specialist and non-specialist audiences distinctly and unambiguously.</p> <p><u>Learning skills</u> This module encourages students to develop academic skills and competencies in research philosophy, epistemology, scientific writing and presentation.</p> <p><u>Methodology</u> Students perceive and recognize the importance of consistent and reliable scientific work to facilitate reasoning and reflexion. The application of academic principles facilitate the learning process within higher education.</p>
Study semester	1 st
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	6
Workload and its composition	180 hours (84h self-study, 96h contact time)
Kind of module	compulsory
Applicability of module	The module is interdependent to all courses of LTM.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Wolfgang G. Scherl
Name of the lecturer	Prof. Dr. Werner Gronau Prof. Dr. Jan. P. Klage Prof. Dr. Wolfgang G. Scherl
Language of teaching	English
Assessment methods and duration of examination	project work
Emphasis for the final grade	3%
Learning methods of the module	lectures, case studies, exercises, presentations, workshops, discussions
Special features	

Literature	<p>SWALES, John M. / FEAK, Christine B.: Academic Writing for Graduate Students. A Course for Nonnative Speakers of English. Ann Arbor 2001 (1994).</p> <p>Bryman, A. & Bell, E. (2015) Business Research Methods. Oxford University Press, Oxford.</p> <p>Bailey, S. (2015) Academic Writing: Handbook for international students. London, Routledge.</p> <p>DUARTE, Nancy: slide:ology. The Art and Science of Creating Great Presentations. O'REILLY: Beijing etc. 2008.</p> <p>DUARTE, Nancy: resonate. Present visual stories that transform audiences. JOHN WILEY & SONS: Hoboken (NJ) 2010.</p> <p>HEATH, Chip / HEATH, Dan: Made To Stick. Why Some Ideas Survive and Others Die. RANDOM HOUSE: New York 2007.</p> <p>HERMANN-RUESS, Anita: ad hoc präsentieren. Kurz, knackig and prägnant argumentieren und überzeugen. BUSINESSVILLAGE: Göttingen 2012.</p> <p>KARIA, Akash: How to Design TED Worthy Presentation Slides. 2015.</p> <p>PÖHM, Matthias: The PowerPoint Fallacy: Still Presenting or Already Fascinating? Kindle Edition 2011: PÖHM SEMINARFACTORY: Switzerland.</p> <p>Saunders, M., Lewis, P. & Thornhill A. (2016) Research Methods for Business Students. Harlow, Pearson.</p> <p>Bryman, A. & Bell, E. (2015) Business Research Methods. Oxford University Press, Oxford.</p> <p>Chalmers, Alan (2013) What is this thing called science? McGrawHill, Maidenhead</p> <p>Brotherton, Bob (2008) Researching Hospitality and Tourism. Sage, London</p> <p>Altinay Levent and Alexandros Paraskevas (2011) planning research in hospitality and tourism. Routledge, New York</p>
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Module-Code	LTM8B1500
Module description	Economics
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Introduction - Economic science as a social science – Homo economicus and the findings of Behavioural Economics - A historical survey of economics - Market forms - Supply, demand & equilibrium - Markets and welfare - Public goods and private goods - Externalities – Social costs and social value - Perfect and imperfect competition – Monopoly, oligopoly & monopolistic competition - Macroeconomics vs. microeconomics - Macroeconomic goals and economic indicators - The scope and limitations of the GDP - Achieving economic growth - Inflation theories - Unemployment and its natural rate -Saving, investment and the financial system - Open-economy macroeconomics - the importance and workings of international trade – Current issues of global economic interaction.</p> <p><u>Practical</u> Economic growth in tourism</p> <p><u>Interdisciplinary</u> This module is thus the basis for all modules (irrespective of the degree course) requiring an understanding of economic interaction and for a successful management career. It is also applicable for Baltic Management Studies.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> On the basis of textbooks for undergraduate students, and supported by additional material on current issues (newspaper articles, TV new programmes) students acquire the essential knowledge about the interplay of economic actors on national and international levels and on policies directed at guiding and supporting markets.</p> <p><u>Applying knowledge and understanding</u> Students are required to apply the theoretical knowledge gained to current issues of national and international economic decisions & present their results in class and defend their position.</p> <p><u>Making judgments</u> Students are able to analyse and assess current national & international economic policies.</p> <p><u>Communication</u> The issues analysed by students have to be presented in class and theoretically substantiated.</p> <p><u>Learning skills</u></p>

	Through guided and assessed analysis of current issues, students are prepared for a more independent study of issues. Methodology lecture, discussions, case studies
Study semester	1 st
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module equips students with an essential understanding for the workings of market economies, for the interaction of the central players of individual markets, supply & demand (Microeconomics), as well as for economic interactions within economies and on a global scale (Macroeconomics). This module is thus the basis for all modules (irrespective of the degree course) requiring an understanding of economic interaction and for a successful management career. This module is also applicable for Baltic Management Studies.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Hiltgunt Fanning
Name of the lecturer	Prof. Dr. Hiltgunt Fanning
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	This module is taught as a lecture interspersed with activities sections (test questions, discussions, current video clips).
Special features	guest speakers
Literature	<ul style="list-style-type: none"> • MANKIW, G.N.: Principles of Economics. International Edition. • ARIELY: Predictably Irrational. • KRUGMAN/OBSTFELD: International Economics. Theory & Policy. • PAG / LEHMAN: Managerial Economics. • WILKINSON: An Introduction to Behavioral Economics

Module-Code	LTM8B1600
Module description	Business Law/Travel Law
If necessary courses of the module	Business Law Travel Law
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Vertragstypen • gesetzliche Grundlagen: BGB, HGB, GmbH und EGBGB • Wirksamkeit von Rechtsgeschäften • Stufen der Geschäftsfähigkeit • Gewährleistungsrecht • Möglichkeiten des Schadensersatzes <p><u>Practical</u></p> <ul style="list-style-type: none"> • Bericht über Grundsatzurteile • Analyse von Gesetzesänderungen • Fallstudien zum allgemeinen Vertragsrecht <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • Managerial economics • Verfassungen im Kontext des Privatrechts • Verbindungen mit Business und Strategy of Business
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u></p> <ul style="list-style-type: none"> - Inhalt und Struktur des deutschen Rechtssystems verstehen - Unterschiede der Vertragstypen kennen - Gewährleistungsrechte unterscheiden - Basisbegriffe – z.B. Vertrag, Schaden, Schuld (Vorsatz, grobe Fahrlässigkeit, Fahrlässigkeit), Geschäftsfähigkeit – definieren <p><u>Applying knowledge and understanding</u> Das genannte Wissen und Verstehen anwenden auf Konfliktfälle</p> <p><u>Making judgements</u></p> <ul style="list-style-type: none"> • Den Aufbau eines Rechtsgutachtens lernen und verstehen • Rechtsgutachten zu einfachen Konfliktfällen erstellen <p><u>Communication</u></p> <ul style="list-style-type: none"> • Das komplexe Verhältnis von Recht und Gerechtigkeit • Was ist gerechte Justiz? • Wirtschaftsrecht = Wirtschaft – Ethik – Recht? <p><u>Learning skills</u></p> <ul style="list-style-type: none"> • Analytische Fähigkeiten stärken • Kritisches Denken über den Rechtspositivismus • Lesen und Interpretieren lernen von Grundsatzurteilen

	<p><u>Methodology</u></p> <ul style="list-style-type: none"> • Methodologie (Prinzipien) der Rechtsanwendung verstehen • Das Recht anwenden auf die Konfliktfälle
Study semester	2 und 3.
Duration of the module	zwei Semester
Frequency of the offered module	einmal jährlich, Beginn im Sommersemester
ECTS-Credits (based on the workload)	7
Workload and its composition	210 Stunden (126 h Selbststudium, 84 h Kontaktzeit)
Kind of module	Pflichtfach
Applicability of module	LTMB 5100 New Business Development und in anderen Studiengängen der Fakultät für Wirtschaft
Prerequisites	nein
Professor / Lecturer in charge	Prof. Dr. Burkhard Rode
Name of the lecturer	Prof. Dr. Burkhard Rode
Language of teaching	Deutsch
Assessment methods and duration of examination	3-stündige Klausur
Emphasis for the final grade	4%
Learning methods of the module	Vorlesung, Diskussion, Fallbeispiele
Special features	
Literature	<ul style="list-style-type: none"> • Wichtige Gesetze des Wirtschaftsprivatrechts, Textausgabe, hrsg. v. Güllemann (nwb) Herne • Münchener Kommentar zum BGB in 12 Bänden (C.H. Beck) München • Palandt, BGB-Kurzkommentar (C.H. Beck) München • Tonner, Kommentar §§ 651 a-m BGB (Luchterhand) Neuwied • Müssig, Wirtschaftsprivatrecht (C.F. Müller) Heidelberg • Förchler, Grundzüge des Wirtschaftsprivatrechts (Vahlen) München • Schellhammer, Schuldrecht nach Anspruchsgrundlagen samt BGB Allgemeiner Teil (C.F. Müller) München • Brox/Walker, Besonderes Schuldrecht (C.H. Beck) München • Führich, Reiserecht: Handbuch und Kommentar (C.H. Beck) München • ders., Basiswissen Reiserecht (Vahlen) München

Module-Code	LTM8B1700
Module description	Mathematics/Statistics
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Linear algebra, esp. matrix calculus, special matrices, linear equation systems and solvability; optimisation, algorithms and basic descriptive statistics location, scale, association and visualizations.</p> <p><u>Practical</u> calculation and exercises</p> <p><u>Interdisciplinary</u> This module is applicable for Baltic Management Studies.</p>
Qualification objectives and learning objectives	<p><u>Knowledge & understanding</u> Students gain essential insights about the following topics: Different data types and the aims and basic methods of descriptive statistics – As for basic mathematics, they can solve problems from financial maths, linear equation systems, matrix calculus, scalar product and optimisation.</p> <p><u>Applying knowledge and understanding</u> The theoretical knowledge in Basic Mathematics acquired is applied to business problems such as production, , taking management decisions or profit optimisation</p> <p><u>Making judgements</u> Correctness of mathematical problem description and system solvability must be judged; simple descriptions must be derived.</p> <p><u>Communication</u> Results obtained in the course are presented and discussed in class.</p> <p><u>Learning skills</u> The work carried out in this module prepares students for formal treatment of economic problems in their further studies and in their job. It encourages them to individually pursue further mathematical analysis of economic situations. The students are able to describe and interpret the data for a given situation and to derive consequences for necessary resources and optimisation. They know the limitation of learnt methods and can appreciate the contribution of others.</p> <p><u>Methodology</u> lecture, seminar, discussion, case study, group work</p>
Study semester	1 st
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5

Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	preparatory course for further mathematically oriented subjects in Leisure and Tourism Management
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Gero Szepannek
Name of the lecturer	Prof. Dr. Gero Szepannek
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	4%
Learning methods of the module	lectures, seminar, exercises
Special features	excursion
Literature	<p>http://www.metalproject.co.uk/</p> <p>Jürgen Tietze - Einführung in die angewandte Wirtschaftsmathematik. 17 Auflage, Springer, 2013.</p> <p>Bernd Luderer und Uwe Würker: Einstieg in die Wirtschaftsmathematik, Springer, 2014.</p>

Module-Code	LTM8B1800
Module description	Analytical Statistics
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> The student is able to describe and interpret the data for a given observed situation with the help of statistical measures using appropriate software. He is also able to formulate a statistical hypothesis and test it using statistical software.</p> <p><u>Practical</u> calculations, exercises, creating graphs</p> <p><u>Interdisciplinary</u> This module is also applicable for Baltic Management Studies.</p>
Qualification objectives and learning objectives	<p><u>Knowledge & Understanding</u> Students gain essential insights about the following topics: analysing a single statistical variable_ / Probability and distributions / measures of location and variability / multidimensional data: correlation and regression / confidence interval / testing statistical hypothesis</p> <p><u>Applying knowledge and understanding</u> All theory acquired has to be applied to presenting and analysing statistical aspects of current national and international business situations.</p> <p><u>Making judgements</u> The discussion of current national and international business situations results in interpreting of statistical parameters.</p> <p><u>Communication</u> Results obtained are discussed in class.</p> <p><u>Learning skills</u> The work carried out in this module prepares students for the more complex discussion in the Project-course and encourages them to individually pursue further statistical analysis of economic situations.</p> <p><u>Methodology</u> lecture, seminar, discussion, case study, group work</p>
Study semester	4 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	preparatory course for further mathematically oriented subjects in Leisure and Tourism Management

Prerequisites	LTM8B1700 Mathematics/Statistics recommended
Professor / Lecturer in charge	Prof. Dr. Gero Szepannek
Name of the lecturer	Prof. Dr. Gero Szepannek
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	lectures, seminar, exercises
Special features	excursion
Literature	<ul style="list-style-type: none"> • D. Diez, C. Barr and M. C. etinkaya-Rundel: OpenIntro Statistics. 3rd Edition, 2016 • https://www.openintro.org/stat/textbook.php?stat_book=os • J. Bley Müller and R. Weißbach: Statistik für Wirtschaftswissenschaftler. 17th Edition, Vahlen, Munich, 2014. • U. Genschel und C. Becker: Schließende Statistik, Springer, 2005. • D. Kahneman: Thinking Fast and Slow. Penguin, 2012. • J. Hedderich und L. Sachs: Angewandte Statistik, 14. Auflage, Springer, 2012.

Module-Code	LTM8B1900
Module description	Research Project
If necessary courses of the module	Research Methods LTM8B1920 Research Project I LTM8B1930 Research Project II
Syllabus Module	<p><u>Technical</u> Key concepts of empirical research; A range of basic research techniques in qualitative as well as quantitative research; Analysing skills for individual business evaluation</p> <p><u>Practical</u> Overview on software tools for scientific research and coaching on presentation techniques</p> <p><u>Interdisciplinary</u> management and business science, organisational and communication science</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Execute empirical research on a basic level.</p> <p><u>Applying knowledge and understanding</u> Analyse and present business data using appropriate tools, apply techniques to analyse simple interrelations and identify solutions, undertake basic forms of qualitative as well as quantitative methodologies, organising and structuring of various information sources</p> <p><u>Making judgements</u> identify the key characteristics of basic research techniques, distinguish various sources of information due to their appropriateness</p> <p><u>Communication</u> elaborate on the role of various research methodologies; present findings of the specific case</p> <p><u>Learning skills</u> formulate, test and interpret various hypothesis, produce adequate research reports</p> <p><u>Methodology</u> be able to implemented case specific research methodologies</p>
Study semester	7 th and 8 th
Duration of the module	two semesters
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	9
Workload and its composition	270 hours (174 h self-study, 96 h contact time)
Kind of module	compulsory
Applicability of module	This module is especially to use for the module LTM8B4300 Bachelor`s Thesis and Colloquium

Prerequisites	LTM8B1400 Working Techniques, LTM8B1700 Mathematics/Statistics recommended
Professor / Lecturer in charge	Prof. Dr. Werner Gronau
Name of the lecturer	Prof. Dr. Werner Gronau
Language of teaching	English
Assessment methods and duration of examination	project work
Emphasis for the final grade	5%
Learning methods of the module	lectures, project work, exercises
Special features	SPSS
Literature	<p>Diekmann, A.: Empirische Sozialforschung. Grundlagen, Methoden, Anwendungen. Rowohlt Taschenbuch Verlag, 2016</p> <p>John Fox: Using the R Commander: A Point- and-Click Interface for R, CRC Press, 2017.</p> <p>Veal, A. J.: Research Methods for Leisure & Tourism: A Practical Guide, 4th ed. 2011, Pearson.</p>

Module-Code	LTM8B2000
Module description	Cost Accounting
If necessary courses of the module	Financial Accounting Managerial Accounting
Syllabus Module	<p><u>Technical</u> <u>Financial accounting</u>: Accounting information for decision making, basic financial statements, the accounting cycle, accruals and deferrals, reporting financial results, merchandising activities, financial assets, inventories and cost of goods sold, plant and intangible assets, liabilities, stockholders equity, statement of cash flows, financial statement analysis; <u>Management accounting</u>: a business partner, accounting systems for measuring costs (job order cost systems and overhead allocation, process costing), costing and the value chain, cost-volume-profit analysis, incremental analysis, responsibility accounting and transfer pricing, operational budgeting, standard cost systems</p> <p><u>Practical</u> calculations, building financial statements and analytical reports</p> <p><u>Interdisciplinary</u> This course is applicable for Baltic Management Studies.</p>
Qualification objectives and learning objectives	<p><u>Knowledge & Understanding</u> The module delivers the basic approaches for the understanding of the financial and managerial accounting figures and the corresponding processes.</p> <p><u>Applying Knowledge & Understanding</u> The gained theoretical knowledge is being applied in tasks close to reality and case studies.</p> <p><u>Making judgements</u> Students learn how decisions influence profitability and liquidity and as a result the success of businesses.</p> <p><u>Communication</u> This basic subject is a mix of ex cathedra lecturing where the students are actively involved by questions and discussions as well as by seminars presenting and defending the results of their homework</p> <p><u>Learning Skills</u> Treat and work with the data and monetary framework as a decision basis for entrepreneurial and general business decisions. Interpretation and evaluation of accounting figures.</p> <p><u>Methodology</u> lecture, seminar, exercise, group work</p>

Study semester	4 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	Financial and managerial accounting is the basis for business decisions. Therefore, understanding and using accounting information are important ingredients of any business undertaking.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Marcus Scheibel
Name of the lecturer	Prof. Dr. Marcus Scheibel
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	combination of lectures and seminars
Special features	
Literature	<ul style="list-style-type: none"> • Williams, Haka, Bettner, Meigs, Financial and Managerial Accounting, New York, McGraw Hill, 16th or later eds. • Bhimani, Horngren, Datar & Rajan, Management and Cost Accounting, New York, Prentice Hall International, 5th or later eds. • Fraser, L. M./ Ormiston, A., Understanding the Corporate Annual Report: Nuts, Bolts, and a Few Loose Screws © 2002 Prentice Hall Business Publishing • Garrison, R.H., Noreen, E.W., Managerial Accounting, New York McGraw Hill, 9th or later eds. • Meigs, R.F. u.a., Study Guide for use with Financial Accounting, New York, McGraw Hill, latest eds. • Kimmel, P.D., Weygandt, J.J., Kieso, D.E., Financial Accounting, 4th or later eds. • Booker, J.A., Caldwell, C.W., Ready Notes for use with Managerial Accounting, New York, McGraw Hill, 2002 • Hilton, Ronald, W., Managerial Accounting (Fifth Edition), New York, McGraw Hill, latest eds. • Atkinson A.A., Kaplan, R.S., Young, S.M., Management Accounting, 4th or later eds.

Module-Code	LTM8B2100
Module description	Corporate Taxation
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Vermittlung grundsätzlicher Mechanismen der deutschen Unternehmensbesteuerung, insbes. der Ertragsteuern Einkommen-, Körperschaft-, Gewerbesteuer und von Zuschlagsteuern. Verständnis von Steuergesetzen, Richtlinien sowie weiteren Rechtsquellen und der Fachliteratur.</p> <p><u>Practical</u> Die Ermittlung der Bemessungsgrundlagen unterschiedlicher Steuerarten und deren Zusammenhänge, ihre Steuertarife und bestimmte –ermäßigungen sind einzelfallbezogen zu prüfen und anzuwenden. Aktuelle und besonders wichtige Probleme der Unternehmensbesteuerung werden exemplifiziert.</p> <p><u>Interdisciplinary</u> Vermittlung der Zusammenhänge, Rückwirkungen wie auch Widersprüche zwischen der Besteuerung von Unternehmen und deren handelsrechtlicher Rechnungslegung, Finanzierung, Controlling und Unternehmensführung bei Entscheidungen.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Problematisierung von Fragestellungen der Unternehmensbesteuerung, insbes. der Ertragsteuern Einkommen-, Körperschaft-, Gewerbesteuer und von Zuschlagsteuern anhand von Steuergesetzen, Richtlinien sowie weiteren Rechtsquellen und der Fachliteratur. Die Studierenden lernen die Steuerpflicht, die Ermittlung der Bemessungsgrundlagen unterschiedlicher Steuerarten und die Steuertarife und –ermäßigungen selbständig zu prüfen und fallbezogen anzuwenden. Sonderprobleme der Besteuerung werden exemplarisch behandelt. Studierende werden Zusammenhänge, Rückwirkungen und auch Widersprüche zwischen der Besteuerung von Unternehmen und deren handelsrechtlicher Rechnungslegung, Finanzierung, Controlling und Unternehmensführung bei Entscheidungen fallbezogen aufgezeigt.</p> <p><u>Applying knowledge and understanding</u> Studierende können Fragestellungen der Unternehmensbesteuerung, insbes. der Ertragsteuern Einkommen-, Körperschaft-, Gewerbesteuer und von Zuschlagsteuern mithilfe von Steuergesetzen, Richtlinien sowie</p>

	<p>weiteren Rechtsquellen und der Fachliteratur erkennen.</p> <p>Die Studierenden können anhand von Praxisfällen die Steuerpflicht, die Ermittlung der Bemessungsgrundlagen unterschiedlicher Steuerarten und die Steuertarife und -ermäßigungen prüfen und fallbezogene Lösungen sowie ausgewählte Sonderprobleme der Besteuerung in Fachsprache in der Gruppe diskutieren.</p> <p><u>Making judgements</u> Studierende können Fragestellungen der Unternehmensbesteuerung, insbes. der Ertragsteuern Einkommen-, Körperschaft-, Gewerbesteuer und von Zuschlagsteuern mithilfe von Steuergesetzen, Richtlinien sowie weiteren Rechtsquellen und der Fachliteratur beurteilen und beantworten.</p> <p>Die Studierenden können in Praxisfällen Steuerpflicht, die Ermittlung der Bemessungsgrundlagen von Steuerarten, die Steuertarife und –ermäßigungen selbstständig prüfen, fallbezogene Lösungen erarbeiten und präsentieren sowie auf ausgewählte Sonderprobleme der Besteuerung eingehen.</p> <p><u>Communication</u> Dialog zwischen Dozent und Studierenden, offene Diskussion in Gruppen über steuerliche Probleme in Praxisfällen.</p> <p><u>Learning skills</u> Anwendung der Fachterminologie durch steuerliche Sachverhaltswürdigung und Diskussion über unterschiedliche Lösungen.</p> <p><u>Methodology</u> Vorlesung/Übung/seminaristischer Unterricht mit fallweiser Gruppenarbeit und -diskussion bei ausgewählten Praxisbeispielen aus der Unternehmensbesteuerung</p>
Study semester	3.
Duration of the module	ein Semester
Frequency of the offered module	einmal jährlich, Beginn im Wintersemester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 Stunden (86 h Selbststudium, 64 h Kontaktzeit)
Kind of module	Pflichtfach
Applicability of module	Das Modul kann auch im Studiengang Baltic Management Studies angewendet werden.
Prerequisites	nein
Professor / Lecturer in charge	Prof. Dr. Heiner Richter
Name of the lecturer	Prof. Dr. Heiner Richter
Language of teaching	Deutsch
Assessment methods and duration of examination	2-stündige Klausur

Emphasis for the final grade	3%
Learning methods of the module	Vorlesung mit Übungen, Gruppenarbeit, Diskussion und Fallbeispiele
Special features	Es besteht die Möglichkeit für die Studierenden, Vorträge während der jährlich stattfindenden "Stralsunder Steuerwissenschafts- und Praxistage" zu besuchen.
Literature	<p>Steuergesetze, Steuerrichtlinien und Wirtschaftsgesetze</p> <p>Grefe, Cord: Unternehmensbesteuerung, Verlag Kiehl/NWB, Herne</p> <p>Richter, Heiner / Bowen, Susanne: Illustrierte Grund- und Anschlusszüge der Ertragsbesteuerung von Unternehmen, Verlag für Betriebswirtschaft und Steuern (BuS), Köln</p> <p>Stobbe, Thomas, Steuern kompakt, Verlag Wissenschaft und Praxis, Sternenfels</p> <p>Materialien und Lehrbücher jew. in akt. Aufl.</p>

Module-Code	LTM8B2200
Module description	Leisure and Tourism Markets
If necessary courses of the module	Basics of Leisure and Tourism Markets Specials of Leisure and Tourism Markets
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Definitions of leisure and tourism • History of tourism • International tourism market overview • Domestic tourism market overview • Tourism stakeholders • Mainstream vs. niche phenomena <p><u>Practical</u></p> <ul style="list-style-type: none"> • Basic market environment analysis • Tourism satellite account analysis <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • Insights into disciplines contributing to understanding and researching tourism, in particular: <ul style="list-style-type: none"> - Sociology - Psychology - Economics - Contemporary tourism contexts
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Define and distinguish leisure and tourism; understand the diverse nature of tourism; know key data of world tourism markets; read tourism statistics; know basic analytical tools of tourism markets; understand the interplay of diverse stakeholders</p> <p><u>Applying knowledge and understanding</u> Apply basic analytical tools to a range of tourism markets; identify mass vs. niche market segments; interpret tourism statistics; explain historical developments of tourism and leisure activity; identify challenges for various market segments of leisure and tourism</p> <p><u>Making judgements</u> Assess the importance of the tourism sector for different countries and across varying contexts; critically evaluate the role of history for current tourism-related phenomena;</p> <p><u>Communication</u> Discuss how current world events and recent trends impact tourism; argue from different tourism stakeholders' perspectives; tourism communication through data and statistics</p> <p><u>Learning skills</u> Develop analytical skills; looking at the big picture; research and reading</p>

	Methodology Analysis of various reports and statistics; group work; stakeholder-centred discussion; qualitative and quantitative reasoning
Study semester	1 st
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for all tourism modules such as LTM8B2600 Tourism Management, LTM8B4600 Transport in Leisure and Tourism, LTM8B4700 Advanced Leisure Management and LTM8B4800 Tourism Operations and Leisure Trends.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Volker Rundshagen
Name of the lecturer	Prof. Dr. Volker Rundshagen
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	4%
Learning methods of the module	lectures, presentation, case study, discussion
Special features	
Literature	Franklin, A. (2008) Tourism: An Introduction, London: Sage. current DZT reports current UNWTO Database material

Module-Code	LTM8B2300
Module description	Marketing I
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Appreciation of the role of marketing in an organization and understand that marketing begins and ends with the customer. The students will gain basic knowledge about the following contents:</p> <ol style="list-style-type: none"> 1. Models, theories and definitions of marketing 2. Marketing and brands 3. Analysis and strategic development as basics of marketing 4. Implementation of marketing mixes focussing on communication policies 5. Marketing and trends – in particular social media <p><u>Practical</u> Evaluation and reflection upon specific marketing decisions and marketing strategies through the use of applied questions and case study analysis.</p> <p><u>Interdisciplinary</u> Appreciation of interdisciplinary marketing approaches</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students are able to demonstrate a flawless and analytic command of the marketing-related concepts, models and theories</p> <p><u>Applying knowledge and understanding</u> Students can identify and to apply all relevant concepts, models and theories required to solve real-life marketing issues.</p> <p><u>Making judgements</u> Students are able to approach real-world marketing problems analytically, i.e., structure the problem and point out possible solutions in a theory- and data-driven way</p> <p><u>Communication</u> Students are able to demonstrate effective Communication through a range of mediums including written, digital and personal presentation.</p> <p><u>Learning skills</u> Students gain and demonstrate the ability to prepare, select, assess, and/or optimize key marketing techniques.</p> <p><u>Methodology</u> Utilisation of lectures supplemented by case discussions, student-student, student-teacher interaction, case studies, and presentations.</p>
Study semester	3 rd
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester

ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM82400 Marketing II, LTM8B2500 Marketing III, LTM8B3500 Creative Project, LTM8B4500 Branding and LTM8B5100 New Business Development.
Prerequisites	
Professor / Lecturer in charge	Prof. Dr. Natascha Loebnitz
Name of the lecturer	Prof. Dr. Natascha Loebnitz
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	lecture, discussion, case studies
Special features	guest speaker
Literature	<p>Philip Kotler & Kelvin Lane Keller (2016). Marketing Management, Global Edition, 15th ed. Pearson Education.</p> <p>M. Solomon, G. Bamossy, S. Askegaard and M.K. Hogg (2010): Consumer Behaviour, A European Perspective, 4th Ed., Prentice Hall Europe</p> <p>Additional reading materials may be suggested at various times during the semester. Such material will not constitute required readings for the written exams, but will help in getting a deeper understanding of the specific topic discussed.</p>

Module-Code	LTM8B2400
Module description	Marketing II
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Understanding the role of marketing in the services industry comprehensively</p> <p><u>Practical</u> Utilization of marketing methods and techniques</p> <p><u>Interdisciplinary</u> Appreciation of interdisciplinary marketing approaches</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students are able to demonstrate a comprehensive understanding of marketing challenges caused by the nature of services.</p> <p><u>Applying knowledge and understanding</u> Students can define marketing challenges and draw conclusions in hypercompetitive markets.</p> <p><u>Making judgements</u> Students are able to apply marketing tools by analysing market situations and setting up marketing plans.</p> <p><u>Communication</u> Students are able to deliver the knowledge gained into business solutions.</p> <p><u>Learning skills</u> Students learn to align marketing actions based on the sound analysis of customer needs.</p> <p><u>Methodology</u> Utilisation of the concept of “action learning” represented by group work on case studies, presentations and discussions</p>
Study semester	4 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B2300 Marketing I, LTM8B2500 Marketing III and LTM8B5100 New Business Development.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Heiko Auerbach
Name of the lecturer	Prof. Dr. Heiko Auerbach
Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	lecture, teamwork, creativity sessions, presentations, 360 degree feedback
Special features	

Literature	<p>Auerbach, H.: Die Verkaufsförderung im Dienstleistungsmarketing, in: Pepels, W. (Hrsg.): Verkaufsförderung, München u.a. 1999, S. 205-237</p> <p>Auerbach, H.: Besonderheiten des Dienstleistungsmarketing, in: Altmann, J.; Auerbach, H.; Pepels, W.: Spezielles Marketing, Köln u.a. 2000</p> <p>Auerbach, H.: Marketing-Controlling von Dienstleistungen, in: Pepels, W. (Hrsg.): Betriebswirtschaft der Dienstleistungen, Herne/Berlin 2003, S. 334-357</p> <p>Haller, S.: Dienstleistungsmanagement, 5. Aufl., Wiesbaden 2012</p> <p>Matys, E.: Dienstleistungsmarketing, 3. Aufl. München 2011</p> <p>Meffert, H.; Bruhn, M.: Dienstleistungsmarketing, 8. Aufl., Wiesbaden 2015</p> <p>Pepels, W. (Hrsg.): Betriebswirtschaft der Dienstleistungen, Herne u.a. 2003</p> <p>Scheurer, Th.: Marketing für Dienstleister, 2. Aufl., Wiesbaden 2011</p> <p>Wiesner, K.A.: Dienstleistungsmarketing, München 2007</p> <p>Wirtz, J.; Lovelock, Chr.: Services Marketing, London 2016</p> <p>Zeithaml, V.A.; Bittner, M.J.; Gremler, D.D.: Services Marketing, 6th Edition, Irwin/McGraw-Hill 2012</p>
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Module-Code	LTM8B2500
Module description	Marketing III
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> Understanding the role of marketing research in the services industry comprehensively <p><u>Practical</u></p> <ul style="list-style-type: none"> Utilization of practical marketing techniques with information technology <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> Appreciation of interdisciplinary marketing approaches
Qualification objectives and learning objectives	<p><u>Knowledge and Understanding</u> Students get familiar with the basic instruments used in marketing research. They learn to understand the methods and their function ability on different subjects.</p> <p><u>Applying knowledge and understanding</u> The theoretical aspects and instruments of market research will be used in practical case studies.</p> <p><u>Making judgments</u> By working in groups, the students will evaluate several test designs which can apply for the specific case studies and decide for the ideal method.</p> <p><u>Communication</u> Results obtained are discussed in the individual project groups, a survey will be written and delivered.</p> <p><u>Learning skills</u> This module shall give the student the ability to use and develop their independent working skills and the critical evaluation of market situations.</p> <p><u>Methodology</u> Utilisation of the concept of “action learning” represented by group work on case studies, individual project groups discussions</p>
Study semester	6 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B2300 Marketing I, LTM8B2400 Marketing II and LTM8B5100 New Business Development.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Matthias Langguth
Name of the lecturer	Prof. Dr. Matthias Langguth

Language of teaching	English
Assessment methods and duration of examination	2-hour written examination or assignment
Emphasis for the final grade	3%
Learning methods of the module	lecture, teamwork, creativity sessions, presentations, 360 degree feedback
Special features	
Literature	<p>Marketing research / David A. Aaker; V. Kumar; George S. Day6. ed., New York, NY [u.a.] : Wiley, 1998, ISBN:0-471-17069-0,</p> <p><u>Marketing research : an applied approach /</u> Thomas C. Kinnear. - 5. ed. - New York [u.a.] : McGraw-Hill, 1996</p> <p><u>Handbuch Marktforschung : Methoden, Anwendungen, Praxisbeispiele</u> / Andreas Herrmann. - 3., vollst. überarb. und erw. Aufl. - Wiesbaden : Gabler, 2008</p> <p>Global marketing: a decision-oriented approach / Svend Hollensen VerfasserIn: Hollensen, Svend Ausgabe: 4. ed Sprache/n: Englisch, Harlow [u.a.] : Financial Times Prentice Hall, 2007 ISBN: 978-0-273-70678-6</p> <p>or other literature available in library</p>

Module-Code	LTM8B2600
Module description	Tourism Management
If necessary courses of the module	Tour and Cruise Operations Attraction and Destination Management Integrated Tourism Planning
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Development and specifics of the tourism sector • Management strategies of tourism on different levels and in the role of various stakeholders • Sustainability as paradigm for future tourism development • Supply chain as well as value chain analysis and performance management • Different levels of tourism management ranging from micro to macro level • Spatial perspectives • Main drivers of the performance of businesses <p><u>Practical</u> exercises, market analysis, operations management tools</p> <p><u>Interdisciplinary</u> Bridging the gap from small attractions to transnational tourism destinations the module uses spatial as well as managerial approach to cover the various fields of destination management, while also considering individual business strategies and perspectives of tour and cruise operators and their impacts on destination development.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> The module provides an overview on destination management and business strategies of tour and cruise operators (distribution, sales, expansion strategies), as well as latest developments and trends in the specific field of Tourism Management.</p> <p><u>Applying knowledge and understanding</u> Students are able to apply various strategies for destination development and manage specific impacts.</p> <p><u>Making judgements</u> Students can identify the specific situation of a tourism destination and apply the most appropriate strategy.</p> <p><u>Communication</u> The student is able to express their opinion on different business strategies of tour or cruise operators and their specific impacts with detailed arguments.</p> <p><u>Learning Skills</u></p>

	Students can synthesize information and provide solutions for various problems in the field of tourism management Methodology: The students can express their opinion on different scenarios.
Study semester	4 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	6
Workload and its composition	180 hours (116 h self-study, 66 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B2200 Leisure and Tourism Markets, LTM8B2700 Leisure Management and LTM8B4600 Transport in Leisure and Tourism
Prerequisites	LTM8B1000 Introduction to Management and LTM8B2200 Leisure and Tourism Markets recommended
Professor / Lecturer in charge	Prof. Dr. Werner Gronau
Name of the lecturer	Prof. Dr. Werner Gronau Dr. Anna Farmaki (2017 extern) Dr. F. Raab (2017 extern)
Language of teaching	English
Assessment methods and duration of examination	3-hour written examination
Emphasis for the final grade	4%
Learning methods of the module	lectures, case studies, literature reviews
Special features	utilization of online-learning techniques, case studies, guest lectures
Literature	Charles R. Goeldner and J. R. Brent Ritchie: Tourism: Principles, Practices, Philosophies, 2011 ISBN-13: 978-1118071779 David Weaver and Laura Lawton: Tourism Management, 2009 ISBN-13: 978-0470820223 Jason Swanson and David L. Edgell Sr: Tourism Policy and Planning: Yesterday, Today, and Tomorrow, 2013 ISBN-13: 978-0415534536 C. Michael Hall: Tourism Planning: Policies, Processes and Relationships, 2008 ISBN-13: 978-0132046527 Lynn C. Harrison and Winston Husbands: Practicing Responsible Tourism: International Case Studies in Tourism Planning, Policy, and Development, 1996 ISBN-13: 978-0471122364

	<p>Philip Gibson: Cruise Operations Management, 2006 ISBN-13: 978-0750678353</p> <p>Bob Dickinson and Andy Vladimir: Selling the Sea: An Inside Look at the Cruise Industry, 2007 ISBN-13: 978-0471749189</p> <p><u>Journals</u> Tourism Planning and Development, Taylor&Francis</p>
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Module-Code	LTM8B2700
Module description	Leisure Management
If necessary courses of the module	Sports Development Art and Culture Markets
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> - Foundations of sports: models and implications of sports and society - What is regarded as arts and culture? - What is sports tourism? - Leisure Management – sports and cultural tourism & tourism development. - Audience and strain of art and culture <p><u>Practical</u></p> <ul style="list-style-type: none"> - Leisure Management: economic impact and development - Insights into trends in sports and sports marketing - Performing arts and visual art and museums: costs and revenue <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> - Social sciences and leisure management - Economic meaning of sports/recreation and art/culture - Principles of marketing and sports. - Leisure Management and the labor market.
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Understand the particularities and uniqueness of both, the sports and culture industry.</p> <p>Identify the role of sports & recreation as well as art & culture for the economy.</p> <p>Familiarize with the significance of sports/recreation and arts and culture for the tourism sector.</p> <p><u>Applying knowledge and understanding</u></p> <p>Identify, analyse and synthesize the intricacies of the global sports industry and art and culture.</p> <p>Critically analyze developments, e.g. trend sports, sports and cultural tourism and the role of marketing for leisure activities.</p> <p>Apply models to identify sport niches and its relevance for tourism development.</p> <p>Apply appropriate management strategies to foster culture.</p> <p><u>Making judgements</u></p> <p>Evaluate the consequences of changes in society for both fields of leisure management.</p> <p>Critically interpret developments in sports (e.g. events) and art & culture for sustainable leisure activities.</p> <p>Evaluate and interpret the role of marketing and media for sports as well as for arts and culture.</p>

	<p><u>Communication</u> Communicate, present and discuss the role of sports and art & culture within our society.</p> <p><u>Learning skills</u> Students are sensitized and aware of sports/recreation and art& culture as contributors for personal development and private life. By using case-studies students' ability to deal with complex, unstructured issues in an effective way will be improved.</p> <p><u>Methodology</u> Students will increase their analytical skills. They learn to deal with change and uncertainty.</p>
Study semester	once a year, beginning in the summer semester
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (84 h self-study, 96 h contact time)
Kind of module	compulsory
Applicability of module	LTM8B2200 Leisure and Tourism Markets, LTM8B2300 Marketing I, LTM8B2400 Marketing II, LTM8B2500 Marketing III, LTM8B2600 Tourism Management and LTM8B2800 Events and Projects.
Prerequisites	none
Lecturer in charge	Steffi Wallenburger
Name of the lecturer	Steffi Wallenburger Antje Timmermann
Language of teaching	German/English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	lectures, seminars, case-studies, discussions, reflection, exercises
Special features	
Literature	<ul style="list-style-type: none"> ▪ Coakley, J.: Sports in Society: Issues & Controversies; 12th ed., 2016, New York, McGraw-Hill ▪ Daumann, F.: Grundlagen der Sportökonomie, 2011, Lucius ▪ European Commission: Study on the Contribution of Sport to Economic Growth and Employment in the EU, 2012 ▪ Heinze, T.: Kultursponsoring, Museumsmarketing, Kulturtourismus: Ein Leitfaden für Kulturmanager; 3. Aufl.; 2008, VS Verlag ▪ Fechner, F.; Arnhold, J.; Brodführer, M.: Sportrecht; 2014, Stuttgart, UTB

	<ul style="list-style-type: none"> ▪ Galli, A, Gömmel, R.; Holzhäuser, W.; Straub, W.; Elter, V.: Sport- Management; 2. Aufl., 2012, Franz Vahlen Verlag ▪ Hinch, T., Higham, J.: Sport Tourism Development, 2nd ed., 2011, Channel View Publications ▪ Hoppe, B. M.; Heinze, T.: Einführung in das Kulturmanagement: Themen – Kooperationen – Gesellschaftliche Bezüge; 2015, Springer Verlag ▪ Kagermeier, A.: Tourismusgeographie; Einführung, 2015, UTB Verlag ▪ Mckercher, B.; Du Cros, H.: Cultural Tourism; 2nd ed., 2014, Routledge ▪ Nufer, G.: Ambush Marketing im Sport: Grundlagen – Strategien – Wirkungen; 2010, Schmidt ▪ Pawlowski, T.: Sportökonomik: Einführung kompakt; 2014, UVK Verlagsgesellschaft ▪ Pedersen, P.; Miloch, K.S.; Laucella, P.C.: Strategic Sport Communication, 2nd ed., 2017, Human Kinetics ▪ Preuß, H. (Hrsg.): Marken und Sport: aktuelle Aspekte der Markenführung im Sport und mit Sport, 2014, Springer Gabler ▪ Ruhr Tourismus GmbH (Hrsg.) (2011): Tourismusmarketing für die Metropole Ruhr. Strategie und Maßnahmen 2011-2016. ▪ Steinecke, A: Management und Marketing im Kulturtourismus: Basiswissen - Praxisbeispiele – Checklisten. 2012, Springer ▪ Towse, R.: A Handbook of Cultural Economics; 2nd., 2013, E. Elgar Pub ▪ Trosien, G.: Sportökonomie; 2009, 2. Aufl. Meyer-Meyer <p>Ausgewählte Zeitschriften & Journale:</p> <ul style="list-style-type: none"> ▪ Journal of Sport Management ▪ Journal of Sport & Tourism ▪ Sportdeutschland ▪ Sponsors
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Module-Code	LTM8B2800
Module description	Events and Projects
If necessary courses of the module	Event Management Event Operations
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • The Basics of Event Planning • Benefits of Successful and Safe Events • Initiating an Event • Planning an Event's Scope • Conducting a Site Survey • Site venue Layout / Design • Selecting Contracting and Managing Performers • Staging the Event • Income and Costs Analysis • Establishing an Appropriate Level of Budgeting • Monitoring the Budget • Evaluating the Event <p><u>Practical</u> A professional event solution is designed to give the students practical experience in organising an event. Under their teacher's supervision the students will conceptualise and implement an event whilst documenting their event planning process. Regular meetings with tutors will allow the students to articulate their event life cycle, giving the tutors an indication to how the event was produced.</p> <p><u>Interdisciplinary</u> Students understand the interlinking between strategy, resources recruitment, the markets and the technology employed and finances available.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Student understand and experience the event planning process as an application of the management practice of project management to the creation and development of events. They also understand how events organisations create and conceptualise events to maximise the audience's experience. They are capable of skills which focus on areas of creativity and design and they are able to produce hypothetical and real case sales pitches to clients which explain and justify their events design.</p> <p><u>Applying knowledge and understanding</u> Students are capable of devising the event concept, target audience, brand marketing, market communication, logistic planning</p>

	<p>and coordinating the technical aspects before executing the modalities of the proposed event through planning and executing an event of their own in practice.</p> <p><u>Making judgements</u> Students identify the financial issues arising in the management within an event organisation. Issues relating to cost structures, grants, sponsorship and the availability of capital and resource allocation which are crucial to breakeven and profitability can be examined in detail. Additionally, students have knowledge of the processes of budgeting and financial control.</p> <p><u>Communication</u> Group rules, active listening, summarizing; how roles help or hinder a group's progression</p> <p><u>Learning skills</u> Facilitated group learning (a synthesis of personal/experiential and theoretical learning)</p> <p><u>Methodology</u> group work, discussion and project work</p>
Study semester	7 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (84 h self-study, 96 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B2700 Leisure Management and for the degree course Baltic Management Studies
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Jan P. Klage
Name of the lecturer	Prof. Dr. Jan P. Klage Anne Christiansen Steffi Wallenburger
Language of teaching	English
Assessment methods and duration of examination	project work
Emphasis for the final grade	4%
Learning methods of the module	lectures, exercises, group work, presentations, project work
Special features	appointment with companies, working on real cases in co-operation with sponsors and facilities.
Literature	Bladen, C. et al. (2012). Events Management: An Introduction. Oxon. UK Routledge.

	<p>Raj, R., Walters, P. and Rashid, T. (2013). Events Management: Principles and Practice. London. Sage Publications.</p> <p>D.G. Conway (2009) The Event Manager's Bible: The complete guide to planning and organising a voluntary or public event,' revised and updated third edition Oxford UK How To Books Ltd</p> <p>N. Ferdinand & P. Kitchin (2012) Events Management – An International Approach London UK, Sage Publications Ltd</p> <p>Matthews, D. (2007) Special Event Production: The Resources. UK, Elsevier</p> <p>D. Getz (2012) Events Studies – Theory, Research and Policy for Planned Events Oxon, UK Routledge</p>
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Module-Code	LTM8B2900
Module description	Social Sciences in Tourism
If necessary courses of the module	Psychology Sociology Geography
Syllabus Module	<p><u>Technical</u> Upon completion of the module, students will have gained general and special knowledge in the following fields:</p> <ul style="list-style-type: none"> - psychological, sociological and geographical theories, models and concepts - history of psychology, sociology and geography - demographic change and its impacts on tourism industry - leisure and travelling behavior - costs and benefit of travelling - social processes in tourism groups - national and international perspectives - basic terms and concepts of geography, destination geography, physical and human geography with specific reference to the tourism field - climates, climate change and its impact on tourism <p><u>Practical</u> This course provides students with knowledge and insights into several case studies to develop skills and competencies for acting in societal contexts.</p> <p><u>Interdisciplinary</u> Human Resource Management, Ethics</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students have achieved knowledge and holistic understanding of society in general and individual behavior and it's impact on the spatial context</p> <p><u>Applying knowledge and understanding</u> Students are able to critically apply the gained psychological, sociological and geographical knowledge and skills to the study of travel and tourism.</p> <p><u>Making judgements</u> The students are able to differentiate between psychological and social processes, self-perception and interpersonal perception and the influence of these processes on thinking, behaviour, motivation and decisions in the leisure and tourism field</p> <p><u>Communication</u> Students can communicate their knowledge and discuss openly and deeply in teams and face to face.</p>

	<p><u>Learning skills</u> The students have gained a raising awareness of the connection between individual, group, society and spatial environment and have developed an understanding of psychological, sociological and geographical theories, models and concepts. Beside this, they are able to understand themselves and others better in order to work and communicate more effectively and to be a valuable team member.</p> <p><u>Methodology</u> discussion, reflexion and feedback, case studies</p>
Study semester	2 nd
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	6
Workload and its composition	180 hours (84h self-study, 96h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B1000 Introduction to Management, LTM8B2600 Tourism Management and LTM8B3000 Business Ethics.
Prerequisites	none
Professor / Lecturer in charge	Anne Christiansen
Name of the lecturer	Prof. Dr. Wolfgang G. Scherl Prof. Dr. Werner Gronau Anne Christiansen
Language of teaching	German/English
Assessment methods and duration of examination	3-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	lecture, seminar-orientated, case studies
Special features	guest lecturers
Literature	<p>Apostolopoulos, Y. (1999) The sociology of tourism: theoretical and empirical investigations. London, Routledge</p> <p>Boniface, B., Cooper R. and C. Cooper (2016): Worldwide destinations: The Geography of Travel and Tourism. Taylor & Francis Ltd., 7th edition.</p> <p>Hahn, H., & Kagelmann, H.J. (1993) Tourismuspsychologie und Tourismussoziologie. München, Quintessenz</p> <p>Hall, M. C. (2014): The Geography of Tourism and Recreation: Environment, Place and Space. London, Routledge</p>

	<p>Henslin, J.M. (2011) Essentials of Sociology: A Down-To-Earth Approach. New York, Pearson</p> <p>Kagermeier, A.(2015): Tourismusgeographie: Einführung. UTB GmbH</p> <p>Oerter, R. und L. Mortada (1998): Entwicklungspsychologie. Ein Lehrbuch. BeltzPVU</p> <p>Pervin, L. A. (u.a.) 2005: Persönlichkeitstheorien. Stuttgart, UTB GmbH</p> <p>Schwarzer, R. (2004): Psychologie des Gesundheitsverhaltens: Einführung in die Gesundheitspsychologie. Hogrefe</p> <p>Further literature on ILIAS learning platform</p>
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Module-Code	LTM8B3000
Module description	Business Ethics
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Philosophical foundation of Ethics • Ethics, morals and values • Ethics in business and management • Code of ethics in global tourism • Cognitive moral development • Ethical behavior and higher education • Ethics and corporate governance • Ethics, shareholder, stakeholder and corporate citizenship • Ethics and the triple bottom line <p><u>Practical</u> Provide students with both, information and knowledge to develop practical skills and competencies to identify, understand and navigate ethical issues within business, management, and societal contexts. Students on undergraduate levels familiarize with national and international business ethics resources to work on elaborated questions to facilitate holistically reflexion and decision making processes.</p> <p><u>Interdisciplinary</u> Business ethics develops skills and competencies that are – by its very definition – interdependent and transdisciplinary. Therefore the skills and competencies are relevant for all disciplines in business and management nationally and internationally.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> This module develops knowledge and understanding of business ethics, issues within corporate settings, the influence of changing corporate contextual factors on national and international business ethics and management. Advanced development of abilities and skills e.g. critical analysis, reflection and evaluation of business ethics in practice assist ethical decision making processes within and outside business and management.</p> <p><u>Applying knowledge and understanding</u> Theoretical foundations and concepts of business ethics will be critically discussed within seminars to increase awareness and meaning. They will reflect on their gained knowledge, personal values, attitudes, understanding and abilities of being actively involved within national and international contexts – using cases and focusing holistically on the triple bottom line.</p>

	<p><u>Making judgements</u> Students will be able to analyse theoretically grounded, and assess current corporate delicate cases to develop sophisticated judgemental skills and competencies.</p> <p><u>Communication</u> Students may communicate and discuss relevant knowledge and expertise, delineate issues and reason about solutions to both specialist and non-specialist audiences distinctly and unambiguously.</p> <p><u>Learning skills</u> Holistic analysis and evaluation of ethics within business and management, tools and methods applied appropriately within the interdependent triple bottom line and corporate settings, critical thinking & reasoning, being able to discuss sustainably and constructively, grasping the impact of business ethics and corporate performance.</p> <p><u>Methodology</u> Students perceive and recognize the necessity of value-based ethical understanding in both corporate settings and private lives. Holistic and sustainable personal development facilitates the internalisation of ethical theories and values immediately applied by using various cases to emphasize their utility.</p>
Study semester	7 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (90h self-study, 60h contact time)
Kind of module	compulsory
Applicability of module	The module is interdependent to all LTM-courses.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Wolfgang G. Scherl
Name of the lecturer	Prof. Dr. Wolfgang G. Scherl
Language of teaching	English
Assessment methods and duration of examination	project work
Emphasis for the final grade	3%
Learning methods of the module	seminar-orientated lectures, case studies, exercises, discussions, presentations, reflexion rounds
Special features	
Literature	Beckermann, W. (2017) Economics as applied Ethics : Fact and Value in Economic Policy. New York, Macmillan.

	<p>Lindebaum, D., Geddes, D. & Gabriel Y. (2017) Moral Emotions and Ethics in Organisations: Introduction to the Special Issue. <i>Journal of Business Ethics</i>, 141.</p> <p>Valesquez, M.G. (2016) <i>Business Ethics, Concepts and Cases</i>. London, Prentice Hall.</p> <p>Crane, A., Matten, D., (2015) <i>Business Ethics</i>, Oxford, Oxford University Press</p> <p>Chao Miao, C., Humphrey, R. & Qian, S. (2017) Are the emotionally intelligent good citizens or counterproductive? A meta-analysis of emotional intelligence and its relationships with organizational citizenship behavior and counterproductive work behavior. <i>Personality and Individual Differences</i>, 116 (1)</p> <p>Godemann, J. and Michelsen, G. (2012) <i>Sustainability & Communication: Interdisciplinary Perspectives and Theoretical Foundations</i>. Dordrecht, Springer</p> <p>Boatright, J.R., (2003) <i>Ethics and the Conduct of Business</i>, 4th ed., New Jersey</p> <p>Fisher, C., Lovell, A. (2003) <i>Business Ethics and Values</i>, Harlow</p> <p>Further literature on ILIAS learning platform</p>
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Module-Code	LTM8B3100
Module description	Field Trips
If necessary courses of the module	LTM8B3110 Field Trip I LTM8B3120 Field Trip II
Syllabus Module	<p><u>Technical</u> This module has been designed to build upon students' knowledge and understanding of theories of service delivery and management in the context of the leisure industries (events, hospitality, leisure, tourism).</p> <p><u>Practical</u> Contact to various stakeholders through visits at tourism businesses, tourism administration etc.</p> <p><u>Interdisciplinary</u> Cultural studies, regional studies, language skills, development studies</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students analyze the characteristics of the leisure industries in different destinations.</p> <p><u>Applying knowledge and understanding</u> experience and evaluate differing approaches to leisure industries service provision within a national and an international destination.</p> <p><u>Making judgements</u> Students analyse cultural influences on management principles and practice related to leisure industries service provision nationally and internationally.</p> <p><u>Communication:</u> Students express their perspective on future challenges and act based on group rules.</p> <p><u>Learning skills</u> Students can analyse market and business environment situation and use it for identifying business.</p> <p><u>Methodology</u> Students undertake fieldwork with due regard for safety and risk assessment.</p>
Study semester	7 th and 8 th
Duration of the module	two semesters
Frequency of the offered module	once a semester
ECTS-Credits (based on the workload)	7
Workload and its composition	210 hours (114 h self-study, 96 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B4000 Internship and Evaluation and LTM8B4300 Bachelor's Thesis and Colloquium.
Prerequisites	none
Professor / Lecturer in charge	several lecturers
Name of the lecturer	several lecturers
Language of teaching	German/English

Assessment methods and duration of examination	report (passed/failed)
Emphasis for the final grade	0%
Learning methods of the module	lectures, field studies, presentations, group work
Special features	appointments with companies
Literature	"Code of conduct"

Module-Code	LTM8B3200
Module description	Media Economics
If necessary courses of the module	Media in Leisure and Tourism New and Classical Media
Syllabus Module	<p><u>Technical</u> Defining the Media Industry Industrial economic basics Advertising Two-sided markets and advertising The Strategic Context Strategic Concepts for the Media Industries Strategic Responses to Technological Change Further selected aspects</p> <p><u>Practical</u> Insights into several case studies</p> <p><u>Interdisciplinary</u> Unpacking policy processes The role of creativity in the media</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students have a deep understanding of the kinds of questions that media economics seeks to address They are capable of describing and evaluating the different types of competitive market structures that exist in the media industries They have the ability to identify and explain some of the key economic characteristics of the media Students are able to distinguish between strategies of vertical, horizontal and diagonal growth.</p> <p><u>Applying knowledge and understanding</u> Students apply conceptual and empirical analysis of the media as symbolic goods and market commodities. They can define, interpret and value the new challenges posed by the media organizations external environment with a deeper understanding of the particularities of emerging markets. They are able to explain the principal motivations behind media and cross-media expansion and analyse the practical economic advantages associated with these strategies. They are capable of describing and discussing the practical implications for media firms of 'convergence' and of 'globalization'</p> <p><u>Making judgements</u> Students are able to take a critical approach in their discussion and analysis of</p>

	<p>public and corporate values in media production and consumption. They follow, contribute to and intervene in policy debates at community and corporate level.</p> <p>They take a reflective approach and assess their own learning needs, skills and competencies.</p> <p><u>Communication</u> Listening actively (taking notes, asking questions, engaging in ideas being communicated); Results obtained are discussed in class</p> <p><u>Learning skills</u></p> <ul style="list-style-type: none"> • Academic research and writing • Self-reliance skills • Critical thinking • Analytical skills • Willingness to learn and accomplish • Expressiveness (oral and written) <p><u>Methodology</u> Group work, reading, presentations and discussions</p>
Study semester	3 rd
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	7
Workload and its composition	210 hours (126 h self-study, 84 h contact time)
Kind of module	compulsory
Applicability of module	LTM8B2300 Marketing I, LTM8B2400 Marketing II, LTM8B2500 Marketing III und LTM8B4500 Branding
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Jan P. Klage
Name of the lecturer	Prof. Dr. Jan P. Klage
Language of teaching	English
Assessment methods and duration of examination	project work
Emphasis for the final grade	4%
Learning methods of the module	lectures, exercises, case studies
Special features	online researches, presentation of research results, guest speaker(s)
Literature	<p>Chan-Olmsted, S. (2006). <i>Competitive Strategy for Media Firms: Strategic and Brand Management in Changing Media Markets</i>. Mahwah, New Jersey: Lawrence Erlbaum Associates.</p> <p>Deuze, M. (Ed.) (2011). <i>Managing Media Work</i>. Thousand Oaks, CA: Sage Publications.</p>

	<p>Hartmann, M. (2009). The Changing Urban Landscapes of Media Consumption and Production. <i>European Journal of Communication</i>, 24(4), 421-36.</p> <p>Küng, L. (2008). <i>Strategic Management in the Media: Theory to Practice</i>. London: Sage.</p> <p>Wikström, P. & Ellonen, H-K. (2012). The impact of social media features on print media firm's online business models. <i>Journal of Media Business Studies</i>, 9(3), 63-80.</p> <p>Marketing for hospitality and tourism / Philip Kotler; John Bowen; James, latest ed. Upper Saddle River, NJ [u.a.] : Prentice-Hall, 1998</p> <p>List of actual case studies given in classes</p>
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Module-Code	LTM8B3300
Module description	Business English
If necessary courses of the module	LTM8B3310 Business English I LTM8B3320 Business English II
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Language devices: communication with native speakers without notable difficulty, active participation in discussions on familiar and abstract topics, explaining and clarifying own viewpoints • Language devices: discussions based on complex questions, justifying one's position • Deepening grammar skills • Core reading comprehension skills in business and tourism contexts • Writing complex texts and arguments • Business reports, proposals, correspondence • Language learning strategies <p><u>Practical</u></p> <ul style="list-style-type: none"> • Listening and reading comprehension • Development of oral communication • Development of written communication including a focus on accuracy <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • Language in a business/tourism context • Language learning strategies, like critical thinking and language style (register)
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Learners acquire language devices for communication with native speakers without notable difficulty, for active participation in discussions on familiar and abstract topics, as well as for clarification of one's own views.</p> <p><u>Applying knowledge and understanding</u></p> <ul style="list-style-type: none"> • Development of core reading skills for the comprehension of complex texts on concrete and abstract topics in business and tourism • Application of core receptive and productive skills in listening and reading comprehension, speaking and writing.

	<ul style="list-style-type: none"> • Raising awareness of spoken and written language styles, adapting register • Honing skills in intercultural competence. • Strengthening of grammar awareness as a key for reading, writing, listening and speaking. <p><u>Making judgements</u> Applying critical thinking skills and reflection in complex business-, tourism- and study-related communication situations.</p> <p><u>Communication</u></p> <ul style="list-style-type: none"> • Development of core oral and written communication in business and tourism situations • Students expand their discussion skills on familiar and abstract topics in business and tourism, accounting for and sustaining their views. • Students develop their ability of self-expression with a degree of spontaneity which makes interaction with native speakers quite possible <p><u>Learning skills</u></p> <ul style="list-style-type: none"> • Sensitizing oneself to one's own learner type with a corresponding adaptation of one's language learning strategies. • Implementation of self-study practice and training strategies <p><u>Methodology</u> Language course; activities and exercises, solo work, group work, team work, role plays, training, presenting, case studies, E-learning</p>
Study semester	1 st and 2 nd
Duration of the module	two semesters
Frequency of the offered module	once a year beginning in the winter semester
ECTS-Credits (based on the workload)	8
Workload and its composition	240 hours (144 hours self-study, 96 hours contact time)
Kind of module	compulsory
Applicability of module	This module offers requisite skills for a semester abroad, a practicum or a future occupation involving English in international companies requiring a high level of English.
Prerequisites	none
Professor / Lecturer in charge	Simon Tribe
Name of the lecturer	Simon Tribe
Language of teaching	English

Assessment methods and duration of examination	2-hour written examination + oral exam (~15 min)
Emphasis for the final grade	4%
Learning methods of the module	seminar maximum: 25 participants per group
Special features	Use of interactive digital textbook in lessons Use of online interactive language exercises Use of online dictionaries and thesauri Use of online multimedia resources
Literature	Required: <i>3rd Edition Advanced MARKET LEADER Business English Course Book</i> , Pearson Verlag Recommended: <i>3rd Edition Advanced MARKET LEADER Business English Practice File</i> , Pearson Verlag Various online multimedia language resources as required

Module-Code	LTM8B3400
Module description	Internship and Job Training
If necessary courses of the module	Internship Training Job Training
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • researching of job offers • designing an (online) application according to national and international standards • preparing a job interview or assessment centre • body language - signals of gesture, mimic and voice <p><u>Practical</u> Without a detailed understanding of application rules, especially in an international context, students will not be able for successfully entering the job market.</p> <p><u>Interdisciplinary</u> Internship and Job Training in a tourism context connect to Human Resource Management, Marketing and Business Ethics.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> This module equips students with the tools to apply successfully for an internship and job.</p> <p><u>Applying knowledge and understanding</u> Students use independent individual and group work as well as case studies to explore different personal aspects in order to select appropriate application tools and prepare an appropriate application.</p> <p><u>Making judgements</u> The planning and realization of an application by students requires the ability to consider the own personality, differences to other people and good time management skills.</p> <p><u>Communication</u> This module is aimed at developing student's ability of self-expression in order to do an interview successfully and raising awareness of body language signals. Students are able to present their personal and professional background orally and in writing.</p> <p><u>Learning skills</u> This module enables students to interact and behave correctly and successfully in international application processes.</p> <p><u>Methodology</u> group work, discussion, role-plays</p>

Study semester	2 nd
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B2900 Social Sciences in Tourism and LTM8B4000 Internship and Evaluation.
Prerequisites	none
Professor / Lecturer in charge	Anne Christiansen
Name of the lecturer	Anne Christiansen
Language of teaching	German
Assessment methods and duration of examination	report (passed/failed)
Emphasis for the final grade	0%
Learning methods of the module	seminar-orientated lectures, role-plays, discussions, group work
Special features	video training, guest lecturers, online-work
Literature	<p>Barwell, J. R. N.: Bewerbung mit Erfolg: So meisterst du Lebenslauf, Anschreiben, Auswahlverfahren und sicherst dir deinen Traumjob! Independently published, 2017</p> <p>Brenner, D. und F.: Assessment-Center: Grundlagen. Übungen und Ablauf eines ACs. GABAL, 2011</p> <p>Corfield, R: Preparing the perfect job application: application forms and letters made easy. 4th ed.</p> <p>Hesse, J. und H.C. Schrader: – neueste Ausgaben</p> <p>Neuhaus, D. und K. Neuhaus: neueste Ausgaben</p> <p>Pohl, E.: Keine Panik vor Blackouts: Wie Sie Bewährungsproben meistern. Springer Gabler, 2014</p> <p>Püttjer, C. und U. Schnierda: Das große Bewerbungshandbuch. Campus verlag, 2014</p> <p>Further literature on ILIAS learning platform</p>

Module-Code	LTM8B3500
Module description	Creative Project
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> This module provides an introduction to the Creative Industries from both macro and micro perspectives. It is organised around 3 themes: debates about creativity; structures, work and creative organisations; factors shaping the current operating environment including uncertainty, convergence, production and consumption.</p> <p><u>Practical</u> Students integrate relevant methodologies and issues of theoretical concern in the development and realisation of a practical project.</p> <p><u>Interdisciplinary</u> The Creative Project provides the students with the opportunity to show that they have gained an advanced understanding of transdisciplinary practice including pathways of practice-based and practice-led research; and that they can independently prepare and hold a pitch-presentation.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> This module equips students with the tools to generate and present ideas for business. By the end of this module students will have developed:</p> <ul style="list-style-type: none"> • The ability to research a topic in literature and related creative work • The ability to plan, develop, iterate and adapt a given project • An ability to discuss and integrate critical concerns in creative practice • The ability to present their work orally and in writing <p><u>Applying knowledge and understanding</u> The documentation and presentation encourage students to articulate and publicly defend their results. The presentation is also expected to promote self-reflection.</p> <p><u>Making judgements</u> Students demonstrate a knowledge of various technical approaches and are able to provide a rationale for choosing among them. They are capable of evaluating selective communication tools for suitability in given markets.</p>

	<p><u>Communication</u> The module encourages teamwork and team-communication through collaborative projects.</p> <p><u>Learning skills</u> Students develop project management skills as well as skills for describing their work for presentation in professional contexts. They demonstrate professional scholarly practice and develop skills in writing and presentation appropriate to the chosen medium</p> <p><u>Methodology</u> We emphasize that this work should develop significantly throughout the lectures including exploration, research, experiment and iteration as well as adoption of new methods. This will be supported by a series of focused creative briefs and feedback at workshop sessions throughout the semester. With selected creative methods students learn how to develop innovative ideas, to assess these independently and to implement them in</p>
Study semester	6 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This course supports the following subjects: LTM8B1400 Working Techniques, LTM8B2300 Marketing I, LTM8B2400 Marketing II, LTM8B2500 Marketing III and LTM8B4500 Branding. The knowledge will also be applicable for decisions concerning communication strategies in companies.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Jan P. Klage
Name of the lecturer	Prof. Dr. Jan P. Klage
Language of teaching	English
Assessment methods and duration of examination	project work
Emphasis for the final grade	0%
Learning methods of the module	lectures, discussion, case study, excursion, presentations
Special features	online researches, presentation of research results, guest speaker(s)

<p>Literature</p>	<p>The Idea Machine: How ideas can be produced industrially; Nadja Schnetzler (2005)</p> <p>Visual Creativity: Inspirational Ideas for Advertising, Animation and Digital Design; Mario Pricken (2004)</p> <p>Creativity: Bright Ideas in Advertising and Design from 40 Countries Around the World; David E. Carter (2001)</p> <p>How to catch the Big Idea. The Strategies of the Top-Creatives; Ralf Langwost, John Hegarty (2004)</p>
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Module-Code	LTM8B3600
Module description	2nd Foreign Language A1
If necessary courses of the module	LTM8B3810 French I LTM8B3820 Spanish I LTM8B3830 Swedish I
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Linguistic means: daily expressions and simple sentences to satisfy concrete needs • Linguistic means: personal details, living, travelling, daily routine, shopping, food • Basic grammar • Basic pronunciation rules • Learning techniques <p><u>Practical</u></p> <ul style="list-style-type: none"> • Understanding listening and reading • Speak and write <p><u>Interdisciplinary content</u></p> <ul style="list-style-type: none"> • Different daily ranges
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> The Participant is able to apply linguistic means for the simplest everyday communication, central elements of the basic grammar, fundamental pronunciation rules and learning techniques.</p> <p><u>Applying knowledge and understanding</u> Recognizing and productive application of acquired abilities and skills in understanding listening and reading as well as speaking and writing. Training of communicative competence.</p> <p><u>Making judgements</u> Adequate linguistic assessment of simplest everyday life situations.</p> <p><u>Communication</u> Coping with simple everyday situations and a limited understanding of personal circumstances.</p> <p><u>Learning skills</u> Understanding of your own learning type and corresponding adaptation of your own vocabulary acquisition strategy. Dealing with autonomous exercise and training methods.</p> <p><u>Methodology</u> Language course: Exercises, individual work, group work, small group work, role playing, training, e-learning, blended learning</p>
Study semester	1 st
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)

Kind of module	compulsory
Applicability of module	This module provides the requirement for a semester abroad, an internship or a later professional activity in Spanish, French or Swedish-speaking countries and contexts or in internationally operating companies that maintain contacts in Spanish, French or Swedish-speaking foreign countries.
Prerequisites	75% successfully performed exercises
Professor / Lecturer in charge	Georg Müller
Name of the lecturer	Fatima Luis Fumero Georg Müller Larissa Schaarschmidt Angela Torres Gonzales
Language of teaching	French, Spanish, Swedish
Assessment methods and duration of examination	1-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	seminar, exercises minimum: 5 participants per group maximum: 25 participants per group
Special features	<ul style="list-style-type: none"> • level-specific conversational courses • teaching-specific input for various current vocabulary learning apps (e.g. vocabulary)
Literature	<p>Calmy, A.-M.: Le Français du Tourisme. Hachette Livre 2004, Paris.</p> <p>Tala svenska A1 / A2+</p> <p>Via Rápida: Lehr- und Arbeitsbuch, Klett Verlag</p> <p>Various additional online and auditory material</p>

Module-Code	LTM8B3700
Module description	2nd Foreign Language A2
If necessary courses of the module	LTM8B3810 French II LTM8B3820 Spanish II LTM8B3830 Swedish II
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • linguistic means: frequently used expressions and sentences of everyday communication, which are connected with areas of very immediate importance • linguistic means (selection): information about the person and family, shopping, study, closer environment • development and consolidation of basic grammar • understanding simple letters and texts • write simple letters and texts responses • pronunciation rules • learning techniques <p><u>Practical</u></p> <ul style="list-style-type: none"> • understanding listening and reading • write and speak <p><u>Interdisciplinary content</u></p> <ul style="list-style-type: none"> • different daily ranges
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> The Participant is able to apply linguistic means for the simplest everyday communication, central elements of the grammar, pronunciation rules and learning techniques.</p> <p><u>Applying knowledge and understanding</u> Recognizing and productive application of acquired abilities and skills in understanding listening and reading as well as speaking and writing. Training of communicative competence.</p> <p><u>Making judgements</u> Adequate linguistic assessment of simple everyday life situations.</p> <p><u>Communication</u> Coping with simple everyday situations and understanding of personal circumstances.</p> <p><u>Learning skills</u> Understanding of your own learning type and corresponding adaptation of your own vocabulary acquisition strategy. Dealing with autonomous exercise and training methods.</p> <p><u>Methodology</u> Language course: Exercises, individual work, group work, small group work, role playing, training, e-learning, blended learning</p>
Study semester	2 nd
Duration of the module	one semester

Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module provides the requirement for a semester abroad, an internship or a later professional activity in Spanish, French or Swedish-speaking countries and contexts or in internationally operating companies that maintain contacts in Spanish, French or Swedish-speaking foreign countries.
Prerequisites	75% successfully performed exercises
Professor / Lecturer in charge	Georg Müller
Name of the lecturer	Fatima Luis Fumero Georg Müller Larissa Schaarschmidt Angela Torres Gonzales
Language of teaching	French, Spanish, Swedish
Assessment methods and duration of examination	1-hour written examination
Emphasis for the final grade	3%
Learning methods of the module	seminar, exercises minimum: 5 participants per group maximum: 25 participants per group
Special features	<ul style="list-style-type: none"> • level-specific conversational courses • teaching-specific input for various current vocabulary learning apps (e.g. vocabulary)
Literature	<p>Calmy, A.-M.: Le Français du Tourisme. Hachette Livre 2004, Paris.</p> <p>Tala svenska A1 / A2+</p> <p>Via Rápida: Lehr- und Arbeitsbuch, Klett Verlag</p> <p>Various additional online and auditory material</p>

Module-Code	LTM8B3800
Module description	2nd Foreign Language B1
If necessary courses of the module	LTM8B3810 French III LTM8B3820 Spanish III LTM8B3830 Swedish III
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Linguistic means: simple and coherent communication on familiar topics and personal interests; reports on experiences and events; description and justification of wishes, hopes, goals, intentions, plans and views • Linguistic means: media, occupations, conflicts and solutions, housing, memories • Development of grammar • CV, application, correspondence • Learning techniques <p><u>Practical</u></p> <ul style="list-style-type: none"> • Understanding listening and reading • Speak and write <p>Interdisciplinary content</p> <ul style="list-style-type: none"> • Different daily ranges
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Linguistic means: simple and coherent communication on familiar topics and personal interests; reports on experiences and events; description and justification of wishes, hopes, goals, intentions, plans and views</p> <p><u>Applying knowledge and understanding</u> Recognizing and productive application of acquired abilities and skills in understanding listening and reading as well as speaking and writing. Training of communicative competence.</p> <p><u>Making judgements</u> Adequate linguistic assessment of different communication situations in everyday life, study and occupation.</p> <p><u>Communication</u> Ability to communicate about familiar topics and personal interests, as well as to articulate experiences, wishes, goals, intentions, plans and views</p> <p><u>Learning skills</u> Understanding of your own learning type and corresponding adaptation of your own vocabulary acquisition strategy. Dealing with autonomous exercise and training methods.</p> <p><u>Methodology</u> Language course: exercises, individual work, group work, small group work, role</p>

	playing, training, presentation, case study, e-learning, blended learning
Study semester	3 rd and 4 th
Duration of the module	two semesters
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module provides the requirement for a semester abroad, an internship or a later professional activity in Spanish, French or Swedish-speaking countries and contexts or in internationally operating companies that maintain contacts in Spanish, French or Swedish-speaking foreign countries.
Prerequisites	75% successfully performed exercises
Professor / Lecturer in charge	Georg Müller
Name of the lecturer	Fatima Luis Fumero Georg Müller Larissa Schaarschmidt Angela Torres Gonzales
Language of teaching	French, Spanish, Swedish
Assessment methods and duration of examination	2-hour written examination + oral exam (~15 min)
Emphasis for the final grade	3%
Learning methods of the module	seminar, exercises minimum: 5 participants per group maximum: 25 participants per group
Special features	<ul style="list-style-type: none"> • level-specific conversational courses • teaching-specific input for various current vocabulary learning apps (e.g. vocabulary)
Literature	<p>Calmy, A.-M.: Le Français du Tourisme. Hachette Livre 2004, Paris.</p> <p>Con Gusto A2+ (Klett)</p> <p>Tala svenska A2+</p> <p>Various original and additional online and auditory material</p> <p>Dictionary (Langenscheidt)</p>

Module-Code	LTM8B3900
Module description	2nd Foreign Language B1+
If necessary courses of the module	LTM8B3810 French III LTM8B3820 Spanish III LTM8B3830 Swedish III
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Linguistic means: understanding with co-operative native speakers without much effort; active participation in discussions on familiar topics; explanation and clarification of your own views • Linguistic means: discussions and conversations about complex issues • depression of grammar skills • differentiated text understanding • write complex texts and comments • business communication and correspondence • learning techniques <p><u>Practical</u></p> <ul style="list-style-type: none"> • understanding listening and reading • speak and write <p><u>Interdisciplinary content</u></p> <ul style="list-style-type: none"> • Different daily range
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> The participant is able to apply linguistic means for the communication with cooperative native speakers without large effort for active participation on discussions about well-known topics as well as for explaining and clarifying their own views.</p> <p><u>Applying knowledge and understanding</u> Recognizing and productive application of acquired abilities and skills in understanding listening and reading as well as speaking and writing. Training of communicative competence.</p> <p><u>Making judgements</u> Adequate linguistic assessment of different communication situations in everyday life, study and occupation.</p> <p><u>Communication</u> Ability to communicate spontaneously with cooperative native speakers as well as the active participation on discussions about well-known topics.</p> <p><u>Learning skills</u> Understanding of your own learning type and corresponding adaptation of your own vocabulary acquisition strategy. Dealing with autonomous exercise and training methods.</p> <p><u>Methodology</u></p>

	Language course: exercises, individual work, group work, small group work, role playing, training, presentation, case study, e-learning, blended learning
Study semester	7 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This module provides the requirement for a semester abroad, an internship or a later professional activity in Spanish, French or Swedish-speaking countries and contexts or in internationally operating companies that maintain contacts in Spanish, French or Swedish-speaking foreign countries.
Prerequisites	75% successfully performed exercises
Professor / Lecturer in charge	Georg Müller
Name of the lecturer	Fatima Luis Fumero Georg Müller Larissa Schaarschmidt Angela Torres Gonzales
Language of teaching	French, Spanish, Swedish
Assessment methods and duration of examination	2-hour written examination + oral exam (~15 min)
Emphasis for the final grade	3%
Learning methods of the module	seminar, exercises maximum: 25 participants per group
Special features	<ul style="list-style-type: none"> • level-specific conversational courses [Subject to change] • teaching-specific input for various current vocabulary learning apps (eg vocabulary, cram) [subject to change]
Literature	<p>Calmy, A.-M.: Le Français du Tourisme. Hachette Livre 2004, Paris.</p> <p>Con Gusto B1 (Klett)</p> <p>Tala svenska A2+</p> <p>Various original and additional online and auditory material</p> <p>Dictionary (Langenscheidt)</p>

Module-Code	LTM8B4000
Module description	Internship and Evaluation
If necessary courses of the module	
Syllabus Module	<ul style="list-style-type: none"> internship of 21 weeks and internship evaluation
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Deepen knowledge gained during prior semesters. Gain new knowledge in various different field of business and tourism.</p> <p><u>Applying knowledge and understanding</u> Students are in a position to connect and apply theoretical knowledge with practical experiences due to direct contact with enterprises/institutions and organizations.</p> <p><u>Making judgements</u> Critical thinking and reflection skills by preparing a practical report. Working within a company will help students growing in personality and to increasing their social skills.</p> <p><u>Communication</u> Working within a team will increase students' communication skills. Preparing a report enhance students ability to reflect their own work as well as their internship in general critically and to present those results.</p> <p><u>Learning skills</u> Students will enhance their awareness and their ability to make decisions when it comes to decide on own future professional activities.</p> <p><u>Methodology</u> Students may work on own projects or within a team.</p>
Study semester	5 th
Duration of the module	one semester
Frequency of the offered module	each semester
ECTS-Credits (based on the workload)	30
Workload and its composition	900 hours
Kind of module	compulsory
Applicability of module	LTM8B4300 Bachelor's Thesis and Colloquium
Prerequisites	none
Lecturer in charge	Prof. Dr. Wolfgang G. Scherl
Name of the lecturer	Prof. Dr. Wolfgang G. Scherl
Language of teaching	German/English
Assessment methods and duration of examination	report (passed/failed)
Emphasis for the final grade	0%
Learning methods of the module	field work, reflection
Special features	within a company/institution
Literature	

Module-Code	LTMB4100
Module description	Special Topics
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Topics address recently identified current events, skills, knowledge, and/or attitudes and behaviours pertinent to the technology or occupation and relevant to the professional development of the student.</p> <p><u>Practical</u> Insight into state of the art trends and developments</p> <p><u>Interdisciplinary</u> Trend Studies</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students are able to understand global process and latest trends and their impact on tourism.</p> <p><u>Applying knowledge and understanding</u> On completion of this module students should be able to analyse current trends and to apply their knowledge within the tourism field.</p> <p><u>Making judgements</u> Students are able to evaluate the role of international tourism as an agent of change in a globalised world.</p> <p><u>Communication</u> On completion of this course students should be able to articulate upcoming challenges for the industry.</p> <p><u>Learning skills</u> The students are able to solve problems and to handle complexity in tourism development in different regions and contexts.</p> <p><u>Methodology</u> With use of case studies and literature review students enhance their knowledge.</p>
Study semester	7 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (118h self-study, 32h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B2600 Tourism Management, LTM8B2700 Leisure Management and LTM8B4800 Tourism Operations and Leisure Trends.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Werner Gronau
Name of the lecturer	Prof. Dr. Werner Gronau Prof.-V. Dr. Sholpan Gaisina

Language of teaching	English
Assessment methods and duration of examination	2-hour written examination
Emphasis for the final grade	0%
Learning methods of the module	lectures, case studies, discussions, literature review
Special features	
Literature	<p>Yeoman, Ian (2008): Tomorrow's Tourist: Scenarios and Trends (Advances in Tourism Research) , Routledge</p> <p>Current issues of academic journals such as: Annals of Tourism Research, Tourism Management, Journal of Sustainable Tourism etc.</p> <p>Further literature on ILIAS learning platform</p>

Module-Code	LTM8B4200
Module description	Scientific Circle for Bachelor's Thesis
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Students get familiar with the whole research process.</p> <p><u>Practical</u> After completing students are able to plan, structure and establish a scientific paper.</p> <p><u>Interdisciplinary</u> The Bachelor's Thesis contributes holistically to the personal set of values and interests.</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Gaining knowledge and understanding how to write a scientific piece of work.</p> <p><u>Applying knowledge and understanding</u> Students are expected to develop their own hypothesis, to consider the relevant literature and to distinguish different ways of empirical research and their implications. They elaborate empirical instruments such as questionnaires and work out statistical analysis considering basic statistic knowledge</p> <p><u>Making judgements</u> Participants will be able to critically observe, analyse and interpret relevant facts and to evaluate implications of the research results. Beside this, they are able to draw systematically derived conclusions.</p> <p><u>Communication:</u> Students have to write a proper report, to present the results in an oral way and to provide recommendations in order to solve issues.</p> <p><u>Learning skills</u> Students can formulate, test and interpret various hypothesis.</p> <p><u>Methodology</u> Time-Management and their ability towards structuring and handling complexity are going to be sharpened. By that, student's self-consistency will be encouraged.</p>
Study semester	8 th
Duration of the module	each semesters
Frequency of the offered module	once a semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (118 h self-study, 32 h contact time)
Kind of module	compulsory
Applicability of module	This module is applicable for LTM8B4300 Bachelor's Thesis and Colloquium.
Prerequisites	none
Professor / Lecturer in charge	several lecturers

Name of the lecturer	several lecturers
Language of teaching	English or German (depending on the company for which the Bachelor's Thesis is written)
Assessment methods and duration of examination	report
Emphasis for the final grade	0%
Learning methods of the module	lecture, workshops, individual guiding, independent work
Special features	
Literature	<p>Atteslander, P.: Methoden der empirischen Sozialforschung. De Gruyter, 2003</p> <p>Diekmann, A.: Empirische Sozialforschung. Grundlagen, Methoden, Anwendungen. Rowohlt Taschenbuch Verlag, 2016</p> <p>Schirmer, D.: Empirische Methoden der Sozialforschung. UTB GmbH, 2009</p>

Module-Code	LTM8B4300
Module description	Bachelor's Thesis and Colloquium
If necessary courses of the module	LTM8B4310 Bachelor's Thesis LZM8B4320 Bachelor's Thesis Colloquium
Syllabus Module	The Bachelor's Thesis is of central importance to the student's Bachelor's award during which the student will be expected to bring together aspects of learning from previous modules as well as using this learning as the basis for planning, conducting and writing up a research-based project.
Qualification objectives and learning objectives	The student is expected to <ul style="list-style-type: none"> • systematically integrate knowledge acquired during the studies • demonstrate knowledge and understanding in the main field of study, including both broad knowledge in the field and substantially deeper knowledge. • demonstrate deeper methodological knowledge in the main field of study. • be able to assimilate the contents of the relevant literature and relate their work to this • plan, implement and document an independent degree project • formulate issues, plan and carry out advanced tasks within specified time limits • find and evaluate literature • be able to create, analyze and/or assess scientific issues in theories and methods.
Study semester	8 th
Duration of the module	9 weeks
Frequency of the offered module	each semester
ECTS-Credits (based on the workload)	15 LTM8B4310 Bachelor's Thesis: 12 LTM8B4320 Bachelor's Thesis Colloquium: 3
Workload and its composition	450 hours (386 h self-study, 64 h contact time)
Kind of module	compulsory
Applicability of module	This modul is the final one of the degree course. Students have to combine all theoretical and practical skills gained in the 7 semesters before. The Bachelor's Thesis Colloquium is open to all students of the university (beside a thesis with 'Sperrvermerk').

Prerequisites	LTM8B4310 Bachelor's Thesis: 199 out of 240 credit points (inclusive LTM8B4000 + LTM8B4200) have to be passed. LTM8B4320 Bachelor's Thesis Colloquium: 237 credit points have to be passed
Lecturer in charge	each professor
Name of the lecturer	each professor
Language of teaching	English or German (depending on the topic and company for which the Bachelor's Thesis is written)
Assessment methods and duration of examination	final thesis + oral examination (up to one hour)
Emphasis for the final grade	35%
Learning methods of the module	counselling, independent research, self-study, scientific colloquium and presentation
Special features	often in co-operation with a company
Literature	

Module-Code	LTM8B4400
Module description	Sustainability and CSR
If necessary courses of the module	Sustainable Tourism Development, Corporate Social Responsibility
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Development of sustainability – international and national perspectives • Sustainability versus corporate social responsibility • Triple bottom line, macro- and micro-economic perspectives of tourism • Interdependencies and ramifications in tourism of economic, environmental, and socio-cultural dimensions (triple bottom line) • economic considerations and decision making with focus on sustainable production and consumption in tourism • sustainability with micro and macro perspectives; the tripartite concept of sustainability; sustainability and CSR <p><u>Practical</u></p> <ul style="list-style-type: none"> • Economic growth and sustainable, growth in tourism by considering the importance of the triple bottom line; develop critical thinking and grasp the understanding of future economic growth holistically exemplified by role models <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • National perspective economic growth and tourism growth • International perspective economic growth and tourism growth • Diversity Management • Business Ethics • HRM • Developing and utilizing human resources sustainably
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u></p> <p>Students will be introduced into the topic and familiarize with multiple yet differing definitions of sustainability. Practical implications to a sustainable tourism development emphasize future perspectives by investigating and analyzing the current tourism industry. Extensive impacts of tourism-related businesses on natural, cultural and historic environments, the urbanization and economic alterations, and socio-cultural ramifications will be critically analyzed and discussed to develop into a sustainable and responsible tourism industry. The module will use international and national case studies to demonstrate examples of both conflict and</p>

	<p>consensus within tourism and the tripartite concept of sustainability & CSR.</p> <p><u>Applying knowledge and understanding</u> Critical analysis and discussion of ecological, economic, political, social, and cultural issues, students attain knowledge and skills to facilitate decision-making processes on both – short-term and long-term oriented responsible and sustainable tourism management.</p> <p><u>Making judgements</u> Students will be able to analyse and evaluate issues and challenges in sustainable tourism to facilitate decision-making processes considering micro- and macro-economic perspectives and strategies.</p> <p><u>Communication</u> Students may communicate and discuss relevant information, knowledge and ideas, delineate issues and reason about solutions to both specialist and non-specialist audiences distinctly and unambiguously.</p> <p><u>Learning skills</u> Students are enabled to develop skills and competencies in critical analysis and understanding of both the theoretical issues and practical implications relating to the tripartite concept of sustainability & CSR e.g. environmental, economic and socio-cultural sustainability in tourism.</p> <p><u>Methodology</u> Students grasp the tripartite concept of sustainability & CSR and develop successively understanding and interdependencies of the two concepts in both, national and international settings.</p>
Study semester	6 th and 7 th
Duration of the module	two semesters
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	7
Workload and its composition	210 hours (114 h self-study, 96 h contact time)
Kind of module	compulsory optional
Applicability of module	The module is interdependent to many courses such as LTM8B1200 Social Aspects of Management, LTM8B2200 Leisure and Tourism Markets, LTM8B2600 Tourism Management, LTM8B4500 Branding and LTM8B4700 Advanced Leisure Management.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Wolfgang G. Scherl
Name of the lecturer	Prof. Dr. Wolfgang G. Scherl
Language of teaching	English
Assessment methods and duration of examination	project work

Emphasis for the final grade	4%
Learning methods of the module	lectures, case studies, exercises, discussions, reflexion rounds, presentations
Special features	
Literature	<p>Camilleri, M.A. (2017) Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies. Cham, Springer.</p> <p>Espiner, S., Orchiston, C. & Higham, J. (2017) Resilience and sustainability: a complementary relationship? Towards a practical conceptual model for the sustainability – resilience nexus in tourism. Journal of Sustainable Tourism, 1</p> <p>Mariani, M.M. (2016) Balancing Development and Sustainability in Tourism Destinations : Proceedings of the Tourism Outlook Conference 2015 Tourism management, marketing, and development : performance, strategies, and sustainability. Basingstoke, Hampshire : Palgrave Macmillan.</p> <p>Edgell, D.L. (2016) Managing sustainable tourism : a legacy for the future. London, Routledge</p> <p>Mc Cool S.F. (2016) Reframing Sustainable Tourism. Dordrecht, Springer.</p> <p>Cooper, C. (2012) Essentials of Tourism. London, Prentice Hall.</p> <p>Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2005). Tourism principles and practice. London, Pearson.</p> <p>Bramwell, B., & Lane, B. (2000). Tourism, collaboration, and partnership : Politics, practice, and sustainability. Clevedon, Channel View.</p> <p>Crane, A. (2007). <u>Business ethics : managing corporate citizenship and sustainability in the age of globalization</u>. Oxford Oxford University Press.</p> <p>Hall, D. R., Kirkpatrick, I., & Mitchell, M. (2005). <u>Rural tourism and sustainable business</u>. Clevedon, Channel View.</p> <p>Hawkins, D. E. (2006). <u>Corporate social responsibility : balancing tomorrow's</u></p>

	<p><u>sustainability and today's profitability.</u> Basingstoke Palgrave Macmillan</p> <p>Further literature on ILIAS learning platform</p>
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Module-Code	LTM8B4500
Module description	Branding
If necessary courses of the module	Strategic Brand Management Destination and Tourism Branding
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • history of branding • building strong brands • brand positioning • brands and the marketing mix • brand architecture • brand management • understanding and measuring the value of a brand • marketing ethics and corporate social responsibility • brands and communication in tourism • tourism and media <p><u>Practical</u> evaluating brands, customer behaviour and the usage of modern communications instruments in tourism business</p> <p><u>Interdisciplinary</u> neurology, learning and the brand building process</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students understand the managerial significance of branding in a competitive marketplace They understand core branding principles and communication theories and recognise their role and importance in brand management and marketing management decision-making. Students develop brand management and communications strategies to meet marketing objectives</p> <p><u>Applying knowledge and understanding</u> Students gain an in-depth understanding of theories and business practice concerning the management of brands and the process of building strong brands Students are equipped with the skills and expertise necessary to apply their learnings within real world scenarios. Insights into several case studies enable them to break down issues of branding into their parts and of noting how the parts fit together.</p> <p><u>Making judgements</u> Students understand the role of brands in a broad economic and social context They are aware of the importance of brands and branding by firms within their marketplaces.</p>

	<p><u>Communication</u> The module is an opportunity for students to develop their presentation skills and their ability to work in groups</p> <p><u>Learning skills</u> Students gain and demonstrate the ability to use the key marketing and branding techniques</p> <p><u>Methodology</u> group work, exercises, reading, presentations and discussions</p>
Study semester	6 th and 7 th
Duration of the module	two semesters
Frequency of the offered module	once a year beginning in the summer semester
ECTS-Credits (based on the workload)	7
Workload and its composition	210 hours (114 h self-study, 96 h contact time)
Kind of module	compulsory optional
Applicability of module	This module is applicable for LTM8B2300 Marketing I, LTM8B3200 Media Economics and LTM8B3500 Creative Project.
Prerequisites	LTM8B3200 Marketing I recommended
Professor / Lecturer in charge	Prof. Dr. Jan P. Klage
Name of the lecturer	Prof. Dr. Jan P. Klage Fabian Foelsch (2017 extern)
Language of teaching	English
Assessment methods and duration of examination	3-hour written examination
Emphasis for the final grade	4%
Learning methods of the module	lectures, discussion rounds, case studies, students presentations, group work
Special features	online researches, presentation of research results, guest speaker(s)
Literature	<p>Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2011). Strategic Brand Management. Oxford University Press.</p> <p>Keller, K. L., Aperia, T. and Georgson, M. (2012) Strategic Brand Management: A European Perspective, London: Financial Times/Prentice Hall.</p> <p>De Chernatony, L. (2010) From Brand Vision to Brand Evaluation: The Strategic Process of Growing and Strengthening Brands, London: Butterworth-Heinemann.</p> <p>De Chernatony, L. (2011) Creating Powerful Brands, London: Butterworth-Heinemann.</p>

Module-Code	LTM8B4600
Module description	Transport in Leisure and Tourism
If necessary courses of the module	Transport for Leisure and Tourism Transport Management
Syllabus Module	Basic understanding of transport planning and management. An overview on the transport sector and its impact on tourism development. Outlining various forms of transport within the tourism industry. Addressing the challenges of sustainability for further growth in the transport sector and related greening options of transport.
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> provide an overview on Concepts of transport planning and management, transport products and “Best practice” for transportation in leisure and tourism</p> <p><u>Applying knowledge and understanding</u> understand the significance of transport for today’s society</p> <p><u>Making judgements</u> critically analyse transportation demand and supply for the tourism sector</p> <p><u>Communication</u> Apply tools for the analyzation of transportation needs for the leisure and tourism industry</p> <p><u>Learning skills</u> synthesize information and provide solutions for various problems in the field of transport in the leisure and tourism context</p> <p><u>Methodology</u> express their opinion on different scenarios of further growth of tourism and related transport industries</p>
Study semester	6 th and 7 th
Duration of the module	two semesters
Frequency of the offered module	once a year beginning in the summer semester
ECTS-Credits (based on the workload)	7
Workload and its composition	210 hours (114 h self-study, 96 h contact time)
Kind of module	compulsory optional
Applicability of module	This module is applicable for LTM8B2600 Tourism Management and LTM8B2700 Leisure Management
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Werner Gronau
Name of the lecturer	Prof. Dr. Werner Gronau
Language of teaching	English
Assessment methods and duration of examination	3-hour written exam
Emphasis for the final grade	4%
Learning methods of the module	lectures, case studies, literature reviews
Special features	

Literature	<p>David Timothy Duval: Tourism and Transport: Modes, Networks and Flows, 2007 ISBN-13: 978-1845410636</p> <p>Stephen Page Transport and Tourism: Global Perspectives, 2009 ISBN-13: 978-0273719700</p> <p>Sven Groß: Introduction to Tourism Transport, 2014 ISBN 978-1-78064-214-7</p> <p>C. Michael Hall and Diem-Trinh Le-Klahn Tourism, Public Transport and Sustainable Mobility, 2017 ISBN 9781845415976</p> <p>Gui Lohmann TRANSPORT AND TOURISM: Developing Gateways as Tourist Destinations LAP Lambert Academic Publishing, 2009 ISBN-13: 978-3838303499</p> <p><u>Journals</u> Journal of Transport Geography, Elsevier</p>
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Module-Code	LTM8B4700
Module description	Advanced Leisure Management
If necessary courses of the module	Strategic Leisure Management Contemporary Issues in Leisure Management
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> - Context of leisure and tourism markets - Political concepts impacting leisure and tourism management - Contemporary business models - Global players in leisure and tourism - Co-operation vs. co-opetition - Strategic alliances - Joint ventures - Mergers and takeovers - Yield management - Internationalisation options and market entry strategies - Franchise and licensing <p><u>Practical</u></p> <ul style="list-style-type: none"> - Political context analysis - Social context analysis - Yield optimisation calculations <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> - Political environment - Social environment - Strategic, operational and economic analyses and considerations
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Understand the current context and the ensued challenges for leisure and tourism businesses; define yield management; define and distinguish co-operation, co-opetition, strategic alliances, joint ventures and mergers/takeovers</p> <p><u>Applying knowledge and understanding</u> Apply yield management; analyse opportunities and risks of strategic options; understand how/why certain business models emerge in response to policies and/or social trends</p> <p><u>Making judgements</u> Assess the viability of corporate strategies and business models for a range of cases or context-specific examples; assess the impact of various policies on business models in leisure and tourism; evaluate strategic options for leisure and tourism companies; select appropriate internationalisation and/or market entry strategies</p> <p><u>Communication</u> Discuss how current political and social trends impact strategic moves and options of leisure and tourism businesses; produce</p>

	<p>yield management reports; devise strategy suggestions</p> <p><u>Learning skills</u> Foster analytical skills; strengthen numerical skills; develop a strategic mindset; consider the big picture; cope with complexity; detect cause-and-effect relationships; honour interdependencies; enhance critical reasoning</p> <p><u>Methodology</u> Text analyses; yield management calculations; strategic thinking approaches; scenario planning</p>
Study semester	6 th and 7 th
Duration of the module	two semesters
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	7
Workload and its composition	210 hours (114 h self-study, 96 h contact time)
Kind of module	compulsory optional
Applicability of module	This module is applicable for LTM8B2600 Tourism Management and LTM8B2700 Leisure Management.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Volker Rundshagen
Name of the lecturer	Prof. Dr. Volker Rundshagen
Language of teaching	English
Assessment methods and duration of examination	3-hour written examination
Emphasis for the final grade	4%
Learning methods of the module	lectures, discussion, case study
Special features	guest lecturer
Literature	<p>Evans, N. (2015) Strategic Management for Tourism, Hospitality and Events, London: Routledge</p> <p>Fitzsimmons and Fitzsimmons (latest ed.), Service Management, McGraw-Hill</p>

Module-Code	LTM8B4800
Module description	Tourism Operations and Leisure Trends
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Neoliberalism vs. Nationalism • McDonaldization in general and in leisure/tourism contexts • Disneyization in general and in leisure/tourism contexts • Race to the bottom • Low-cost business models • Alternative business models • Consumer choices and responsibility <p><u>Practical</u></p> <ul style="list-style-type: none"> • Basic market environment analysis • Basic business model analysis • Basic consumer behaviour analysis <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> • Overarching phenomena and their impact on leisure and tourism, drawing particularly on: <ul style="list-style-type: none"> - Political science - Philosophy - Economics - Critical Management Studies
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Define neoliberalism; explain nationalism and protectionism; define and distinguish McDonaldization and Disneyization; understand low-cost vs. alternative business models</p> <p><u>Applying knowledge and understanding</u> Identify characteristics of neoliberal, nationalist or protectionist; identify business principles associated with McDonaldization or Disneyization; distinguish low-cost from mainstream operations</p> <p><u>Making judgements</u> Assess in how far policies are neoliberal, nationalist or protectionist; critically appraise responsibilities and choices of tourists as consumers; evaluate consequences of low-cost, mainstream or alternative business models</p> <p><u>Communication</u> Discuss how current trends impact tourism; argue from different tourism stakeholders' perspectives; connect to diverse constituencies spanning businesses, employees and tourists</p> <p><u>Learning skills</u> Develop critical thinking skills; look at the big picture; acknowledge</p>

	interdependencies; consider alternatives; assume responsibilities Methodology Analysis of texts and videos; policy document analysis; stakeholder-centred discussion; critical reading and reasoning
Study semester	1 st
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	elective
Applicability of module	This module is applicable for LTM8B2200 Leisure and Tourism Markets, LTM8B2600 Tourism Management and LTM8B2700 Leisure Management.
Prerequisites	none
Professor / Lecturer in charge	Prof. Dr. Volker Rundshagen
Name of the lecturer	Prof. Dr. Volker Rundshagen
Language of teaching	English
Assessment methods and duration of examination	oral examination (20 minutes) (passed/failed)
Emphasis for the final grade	0%
Learning methods of the module	lectures, presentation, case study, discussion
Special features	
Literature	Bryman, A. (latest ed.) Disneyization of Society Ritzer, G. (latest ed.) McDonaldization of Society, London: Sage

Module-Code	LTM8B4900
Module description	Maritime Tourism
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> • Touristische Inwertsetzung des maritimen Themas im Umfeld allgemeiner touristischer Dienstleistungen (Hotel, Restaurant) • Erlebnisreisen auf dem Wasser • Seekreuzfahrten, Flusskreuzfahrten, Segeltourismus, Hausboottourismus, Fährschiffahrt • Verknüpfungen zwischen Fluss- und Seekreuzfahrten • Baltic Sail • Infrastruktur für den maritimen Tourismus • Ökologische Problemfelder und Nutzungskonflikte im maritimen Tourismus • Nationalparks im maritimem Umfeld • Angebotsdaten, Wirtschaftszahlen, Trends und Strategien <p><u>Practical</u> Die Studierenden wenden das theoretisch erworbene Wissen bei Segel-, Paddel- und Hausboottouren an.</p> <p><u>Interdisciplinary</u> Event Management, Transportgewerbe, Gesundheitswesen, Gastronomie</p>
Qualification objectives and learning objectives	<p>Knowledge and Understanding Der Studierende wird befähigt, komplexe Vorgänge rund um den boomenden maritimen Tourismus zu verstehen.</p> <p>Applying knowledge and understanding Der Studierende wird befähigt, sein erworbenes Wissen im Bereich des maritimen Tourismus zu strukturieren, theoretisch anzuwenden und praktisch umzusetzen.</p> <p>Making judgements Der Studierende ist in der Lage, die Chancen, welcher der maritime Tourismus bietet, zu erkennen und zu reflektieren und sich kritisch mit Nutzungskonflikten im maritimen Tourismus auseinanderzusetzen sowie Probleme und Risiken des maritimen Tourismus zu analysieren und zu bewerten.</p> <p>Communication Durch den sehr praxisnahen Kurscharakter wird der Student mit vielen Stakeholdern des maritimen Tourismus bekannt gemacht,</p>

	sodass Diskussionen und Wissenstransfer geboten sind. Learning skills Der Studierende kann neben dem Strukturieren und Bewerten, mit Hilfe des theoretischen Wissens und der praktischen Erfahrungen eigene Kriterien bezüglich des maritimen Themas entwickeln. Methodology Exkursionen, Gästvorträge und Feldstudien
Study semester	3.
Duration of the module	ein Semester
Frequency of the offered module	jährlich Beginn im Wintersemester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 Stunden (86 h Selbststudium, 64 h Kontaktzeit)
Kind of module	Wahlfach
Applicability of module	Das Modul ist thematisch mit LTM8B2200 Leisure and Tourism Markets, LTM8B2600 Tourism Management und LTM8B4800 Tourism Operations and Leisure Trends verbunden.
Prerequisites	nein
Professor / Lecturer in charge	Dr. Peer Schmidt-Walther
Name of the lecturer	Dr. Peer Schmidt-Walther
Language of teaching	Deutsch
Assessment methods and duration of examination	Bericht (bestanden/nicht bestanden)
Emphasis for the final grade	0%
Learning methods of the module	Seminar, Übung, Exkursion
Special features	Gästvorträge, Exkursionen
Literature	Wassertourismus in Deutschland: Praxisleitfaden wassertouristische Unternehmen, Kommunen und Vereine http://www.bmwi.de/Redaktion/DE/Publikationen/Tourismus/wassertourismus-in-deutschland.pdf?blob=publicationFile&v=1 Wassertourismuskonzept. Schaffung der organisatorischen, personellen und finanziellen Voraussetzungen zur Verbesserung der wassertouristischen Infrastruktur https://www.bmvi.de/SharedDocs/DE/Publikationen/WS/wassertourismuskonzept.pdf?blob=publicationFile

Module-Code	LTM8B5000
Module description	Business Simulation
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u></p> <ul style="list-style-type: none"> Understanding the system of marketing, controlling and budgeting <p><u>Practical</u></p> <ul style="list-style-type: none"> Utilization of marketing methods and techniques <p><u>Interdisciplinary</u></p> <ul style="list-style-type: none"> Appreciation of interdisciplinary marketing approaches
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students are able to demonstrate a comprehensive understanding the interdisciplinary of marketing decisions.</p> <p><u>Applying knowledge and understanding</u> Students can plan, execute and evaluate marketing decisions within competitive frameworks</p> <p><u>Making judgements</u> Students are able to apply marketing tools by analysing market situations and evaluating marketing decisions</p> <p><u>Communication</u> Students are able to deliver the knowledge gained into business solutions.</p> <p><u>Learning skills</u> Students learn to align marketing actions based on the sound analysis of customer needs and competitor behavior.</p> <p><u>Methodology</u> Utilisation of the concept of “action learning” represented by group work in a business simulation</p>
Study semester	4 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the summer semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	elective
Applicability of module	This module is applicable for LTM8B2300 Marketing I, LTM8B2500 Marketing III and LTM8B5100 New Business Development.
Prerequisites	LTM8B2300 Marketing I recommended
Professor / Lecturer in charge	Prof. Dr. Matthias Langguth
Name of the lecturer	Prof. Dr. Matthias Langguth
Language of teaching	English
Assessment methods and duration of examination	business game (passed/failed)
Emphasis for the final grade	0%

Learning methods of the module	lectures, business game, teamwork, presentations, 360 degree feedback
Special features	
Literature	Usermanual TOPSIM Marketing, Controller-Praxis. Band I und Band II : Führung durch Ziele - Planung – Controlling / Albrecht Deyhle. - 16., erw. Aufl. - Offenburg : Verlag für Controlling Wissen, 2007

Module-Code	LTM8B5100
Module description	New Business Development
If necessary courses of the module	
Syllabus Module	<p><u>Technical</u> Understanding management processes holistically</p> <p><u>Practical</u> Utilization of management tools</p> <p><u>Interdisciplinary</u> Appreciation of cross-functional management concepts</p>
Qualification objectives and learning objectives	<p><u>Knowledge and understanding</u> Students are able to demonstrate entrepreneurial behaviour by applying business ideas, generating business models.</p> <p><u>Applying knowledge and understanding</u> Students can define business processes, their interactions and distinguish their specifics.</p> <p><u>Making judgements</u> Students are able to apply business structural planning principles, project activity methods in business management.</p> <p><u>Communication</u> Students are able to analyse business environment and substantiate business management and development decisions.</p> <p><u>Learning skills</u> They can analyse market and business environment situation and use it for identifying business.</p> <p><u>Methodology</u> development of opportunities and decision-making</p>
Study semester	7 th
Duration of the module	one semester
Frequency of the offered module	once a year, beginning in the winter semester
ECTS-Credits (based on the workload)	5
Workload and its composition	150 hours (86 h self-study, 64 h contact time)
Kind of module	elective
Applicability of module	This module is applicable for LTM8B1300 Corporate Finance, LTM8B2300 Marketing I, LTM8B2400 Marketing II and LTM8B2500 Marketing III
Prerequisites	LTM8B2400 Marketing II recommended
Professor / Lecturer in charge	Prof. Dr. Heiko Auerbach
Name of the lecturer	Prof. Dr. Heiko Auerbach
Language of teaching	English
Assessment methods and duration of examination	project work (passed/failed)
Emphasis for the final grade	0%
Learning methods of the module	lecture, teamwork, creativity sessions, presentations, 360 degree feedback
Special features	

Literature	Lewrick, M. et al. (Hrsg.): Das Design Thinking Playbook, München 2017 Osterwalder, A.; Prigneur, Y.: Business Model Generation, Frankfurt/M. 2011
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