**Course Description:**
This course is designed for students who are interested in learning about current issues in tourism. Specifically, the instructor will deal with the following core topics: sustainable tourism development, entrepreneurship in tourism, challenges in services management, destination management and crisis management in tourism.

**Course Objective:**
The objective of the course and its selected issues in tourism is to provide a forum to discuss with students different success strategies and best practices in these selected issues in tourism for both, the European Alps (specifically the Tirol) and North America. The students learn how to apply, and implement in practice, relevant theories and methods, especially in the light of changing market conditions, which start affecting today's tourism industry.

**List of articles (one exemplary article per core topic)**
Course topics:

1. “Sustainable Tourism Development”

Description
Sustainable tourism development guidelines and management practices are increasingly important in developing the international tourism industry. Most tour operators recognise that a clean and safe environment is critical to their success. Fewer have the management tools or experience to design and conduct tours that minimise their negative environmental, social and economic impacts while optimising their benefits. Sustainable tourism embraces all segments of the industry with guidelines and criteria that seek to reduce environmental impacts, particularly the use of non-renewable resources, using measurable benchmarks, to improve tourism’s contribution to sustainable development and environmental protection. To develop and implement these practices in operations, and encourage other tour operators to do the same should be a common goal. To be competitive, a tourism development plan of a destination must be sustainable not just ecologically, and not just economically, but it has to be also socially, culturally and politically sustainable.

Aim
The professionals of the future will be expected to have a deep knowledge and understanding of environmentally friendly business processes, sustainable tourism and responsibilities of all actors in the tourism industry. This current issue of sustainability therefore aims to provide a forum to discuss different strategies and best practices in creating a symbioses rather than conflict between the needs of different stakeholders. The seminar programme will include presentations of integrating sustainability into industry.

Themes will include
- Definitions of sustainability
- Models of sustainability
- Sustainable tourism planning
- Sustainable tourism managing
- Social, economic and environmental sustainability issues
- Climate change

2. “Entrepreneurship in tourism”

Description
Undoubtedly, we currently live in a period of workplace revolution and markets in transition, for which entrepreneurial skills are very much important. Today, the tourism industry however still presents a wealth of opportunities both for those creating their own businesses and for intrapreneurial employees. Entrepreneurs, by their very nature will succeed whatever the constraints of the environment they work in. Many successful entrepreneurs in tourism come from family companies. Tourism offers relatively easy entry for SMEs. Many establishments of various types can be set up with low capital requirements and operated at low cost by a few people. In many cases, the motivation for involvement in these businesses relates as much to lifestyle, location, and leisure preferences as it does to a desire for profit or security. The significant competitive disadvantages faced by SMEs in tourism include: (i) little scope for economies of scale; (ii) limited potential for diversification; (iii) lack of access to capital markets; (iv) inadequate information about the market; and (v) high debt-to-capital ratios as a result of past mis-investments in facilities that now have low utilisation rates and poor operating returns. Against this background, it is apparent that the traditional SME structure of tourism in many countries (especially in Europe) has become a real disadvantage.
Aim
The students are acquainted with the essential content of entrepreneurship. They acquire the skill to develop fundamental and modern approaches to the development and evaluation of business concepts, and the ability to undertake the planning and prepare the financing of entrepreneurial projects and work out the details. The competence of actively shaping the changes in the entrepreneurial role, until the transfer or winding-up of a business, is developed and improved. The students learn how to apply, and implement in practice, relevant theories and methods of entrepreneurship and intrapreneurship. Through the work on selected project examples, close links between content and implementation are established.

Themes will include
- Characteristics of entrepreneurs and intrapreneurs
- The process of entrepreneurship
- Ownership structures and degrees of ownership
- Size and life cycle of entrepreneurial firms
- Examples of entrepreneurs in the hospitality and tourism industry
- Corporate entrepreneurship
- Economic environments for entrepreneurship and enterprise
- Concepts and approaches of strategic management: Resource-Based View (RBV) and Market-Based View (MBV)
- Family businesses in tourism

3. “Services Management”

Description
During the last two decades, most developed countries have recognised that we are living in a service economy, where individual expenditure is directed predominantly towards services as opposed to pure products. In most developed countries, more people now work in service industries than in manufacturing and agriculture combined. Moreover, it can be argued that every organisation offers services, which may or may not include physical products. Services play a vital role in the economy of almost all countries, in terms of both GDP and employment. This implies that we produce and consume more services than ever before, a fact that is expected to increase substantially in the future. Technological innovations in all industries have prompted the growth of services. Technology has in fact rendered support services inevitable. Let us take the example of the automobile industry. Fifteen years ago, we would have been able to attend to minor engine problems in our car; for example, adjusting the carburettor. Today’s technology has replaced the carburettor with fuel injectors, and we are obliged to take our car to the mechanic for tuning; we no longer have the choice. Similarly, when we buy a washing machine or a dishwasher, our concerns now extend to the various support services provided by the seller in the event of something going wrong. In the traditional service industries such as tourism, hospitality and airlines, where there is very little difference between the offerings of competing firms, customers assess value primarily on the basis of the quality of service. Thus, service has become the value assessment component, or the “identity” of the firm in the eyes of the customer, whether the firm offers products or services. Indeed, it is the loyalty of the customer, gained through the firm’s commitment to superior quality of service, which proffers a competitive edge for organisations in this turbulent global marketplace.

Aim
This current issue in tourism examines the theory and the practical challenges that exist in today’s organisations. It is designed for students who plan to pursue a managerial career in the tourism and hotel industry, or in any competitive market. This course will also focus on nascent success strategies, such
as: service design, service quality management, customer-supplier relationships, service empowerment, service orientation, core competency and various other strategies to gain a competitive advantage.

**Themes will include**
- Role, significance and unique features of service organizations
- Service orientation and service experiences
- Service package, design and delivery
- Moments of truth
- Service quality
- Service blue printing
- Service design
- Service networks

4. “Destination Management”

**Description**
Tourism is one of the fastest growing economic activities in the world. In many developing countries, tourism is seen as the pre-eminent economic sector for a differentiation of export earnings, as a major foreign exchange earner, an important generator of employment and an important factor in more equal regional development. A growing number of destinations promote their tourism development in an increasingly professional way, leading to a stiffening competition among tourism destinations. Within this competitive situation, it is important for tourism destinations to develop a consistent planning and management system aimed at sustainability and quality of the tourist products and on the changing demands of the market. Tourism development should not simply follow demand, it should start from a sustainable management of the base capital of tourism: nature, landscape, culture, … This should be connected to the quality of the stay and the perception value for the tourist. Within this context, it is clear that the capabilities and the competences of the public services responsible for the management of tourism destinations and the incoming tour operators need to be developed.

**Aim**
Students will learn to understand the development of destinations and destination management as well as an overall and future oriented approach. They will also gain an insight into the main perspectives of destination management: the institutional and the organizational perspective, the customer oriented perspective and the competitive perspective. The students become familiar with the management and control of tourism target areas on the basis of a business-oriented approach and in line with market requirements, in the light of changing market conditions, as well as the structural development and tourism policy of destinations. The students are introduced to relevant methods and tools of the specific core and specialization fields in the tourism and leisure industry, and practice their application in relevant professional contexts.

**Themes will include**
- Basics of destination management
- Tourism net economy
- Destination networks
- Destination versus resort management
- Destination strategies
- Strategic decision-making in destinations
5. “Crisis Management in tourism”

Description
The tourism industry is like no other economic sector challenged by negative events. Its above average sensitivity towards these kinds of occurrences has given it such an exposed position that it already serves as an early warning indicator of critical situations for other sectors. The destinations and businesses active in tourism have to face these challenges. Some years ago, companies could consider negative events as extraordinary and less likely. However, the developments of the last decade indicate the necessity to make crisis management a permanent part of the practical and scientific considerations. While doing so, organizations are confronted with the fundamental difficulty that despite the best intentions and highest efforts of prevention, risks cannot be completely controlled and therefore totally excluded. Under these circumstances, besides the necessary implementation of measures which minimize risks, it is important to analyse negative events from every angle, to systematically identify critical success factors, to integrate them and take them into account when considering the strategic corporate orientation. Marketing is in this perspective very important. As many crises in tourism are causing impacts on companies and destinations whose products and services are objectively not affected or damaged – in other words subjective distortions of perception are taking place –, it is important to consider the store of knowledge of marketing for coping with crises but also for preventing them.

Aim
The aim of dealing with this issue in tourism is to develop a general framework for crisis management, to look at the important area of prevention but also on how to cope with emerging crises; it discusses strategic dimensions but also operational techniques. It has one overall aim: To ensure a sustainable development for those working in the tourism industry and for those enjoying the services of this sector.

Themes will include
- Crises spheres of activity
- Methods of analysis and prognosis
- Strategic measures of crisis management
- Crisis planning and organizational measures
- Crisis management instruments
SBE learning goals

As far as the SBE learning goals are concerned, the course addresses the following of these goals:

- **Effective Communications**: Students will write professional documents that are technically correct and concise and make effective presentations utilizing technological tools and ability utilizing relevant discipline specific knowledge.

- **Problem Solving Ability**: Students will demonstrate critical thinking skills in identifying and evaluating problems and opportunities in the business environment and apply analytical techniques to formulate creative solutions utilizing relevant discipline specific knowledge.

Teaching methods

- class lectures
- open discussion
- all themes will be accompanied with examples from different sectors of the tourism and hospitality industry
- sharing good practices: case studies will show how tourism industry can integrate the principles of sustainability, entrepreneurship, destination management, and crisis into its various areas of operations and will show how the global phenomena effect different destinations

Class Attendance and Participation

Class attendance is expected. Students are responsible for all content and assignments for each class. This participation component of the grade is broken into two sections; attendance 50%, and class participation 50%. It is difficult to participate in class discussions, if you do not attend class. Students are expected to read the assigned materials before coming to class.

<table>
<thead>
<tr>
<th>Grading</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1 (article review)</td>
<td>30</td>
</tr>
<tr>
<td>Project 1 (e-portfolio)</td>
<td>50</td>
</tr>
<tr>
<td>Participation (attendance)</td>
<td>10</td>
</tr>
<tr>
<td>Participation (team presentation)</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Grading

Semester Projects

Semester project 1: academic article review
Select and critically review an academic article published in a tourism or business journal in one of the five core topics dealt with in class. When reviewing the article please consider: 1) whether you agree or disagree with the key points made by the author (and why?), 2) what you see as strengths or shortcomings of the work, 3) what you feel are the major contributions of the author(s), and 4) any other comments you feel important regarding the research. Please present your findings in about 2 typewritten pages turned in in-class.
Semester project 2: e-portfolio project
An electronic portfolio, also known as an e-portfolio or digital portfolio, is a collection of electronic evidence assembled and managed by a user, usually on the Web. Such electronic evidence may include inputted text, electronic files, images, multimedia, blog entries, and hyperlinks. E-portfolios are both demonstrations of the user's abilities and platforms for self-expression, and, if they are online, they can be maintained dynamically over time. Elaborate an e-portfolio related to the discussed issues of today’s tourism. Theory discussed in class should form the basis of this project; materials from lectures, class presentations and discussion can be used for the project. Students will hand in their e-portfolio individually at the end of the semester and will present their e-portfolio in class.

Assistance will be offered in the College Skills Writing Lab and Speaking/Presentation Lab located in the Library.

Academic Honesty
The College of Charleston’s Student Honor Code is in effect in this course. Any student caught cheating will receive a failing grade in the course and additional appropriate action will be taken. Cheating includes copying someone else's work in the exam, cases, and assignments. It includes using notes and other aids during exams, using someone else's ideas without referencing them, turning in an assignment for this class that was turned in whole or part for another class. Cheating also includes students that allow their work to be copied or who do work for another individual. If you are unclear about what is considered cheating what is not considered cheating, please see the instructor.

Disability Statement
This College abides by section 504 of the rehabilitation Act of 1973 and the Americans with Disabilities Act that stipulates no student shall be denied access to an education “solely by reason of a handicap.” Disabilities covered by law include, but are not limited to, learning disabilities and hearing, sight or mobility impairments. If you have a documented disability that may have some impact on your work in this class and for which you may require accommodations, please see an administrator at the Center of Disability Services, (843) 953-1431 or me so that such accommodation may be arranged.