

## INFO BOOKLET 4th-YEAR INTERNATIONAL TOURISM MANAGEMENT PROGRAMME SPECIFIC MINOR

### CHAPTER 1: THE FOURTH YEAR

#### §1.1 4th-year taught programme

This final academic year consists of 2 parts: the 4th-year programme specific minor from the beginning of September until the end of January 2019 and writing a thesis starting in February 2019. The taught program for autumn/winter 2018/2019 is organised as follows:

- In the first 6 weeks students work on the first part of the Challenging Tourism Futures (CTF) course and follow 2 other 6-week courses chosen from those available;
- During the following 3 weeks, students participate in three 1-week seminars;
- In the last 6 weeks, students work on the second part of the Challenging Tourism Futures course and follow 2 other 6-week courses from those available;
- One course equals 4 ECTS-credits; one seminar is 1 ECTS-credits; CTF is worth 11 ECTS. In total 30 ECTS should be obtained.

The 4th-year programme of ITMC students is summarised in the table below:

Week

36	<b>CTF</b>	Course 1	Course 2
37			
38			
39			
40			
41			
42	Mid-term break		
43	Seminar 1		
44	Seminar 2		
45	Seminar 3		
46	<b>CTF</b>	Course 3	Course 4
47			
48			
49			
50			
51			
2	<b>CTF</b>		
3			
4			

## §1.2 Specialisation possibilities

The fourth year International Tourism Programme Specific Minor offers its students the possibility to freely select an individual package of courses and seminars of their choice. So, in addition to CTF (11 ECTS-credits in total), it is possible to create a package of 19 ECTS-credits.

Study load: 30 ECTS-credits  
Compulsory course: CTF  
Optional course choice: 4 courses  
Optional seminar choice: 3 seminars

It is recommended that you make a choice of complementary courses so that you build up your knowledge in a certain field of interest. However, if you prefer, you can also choose whatever combination you wish to follow, as long as it includes CTF.

If you obtain AT LEAST 10 ECTS from the courses and seminars listed within one of the specialisation fields listed below, this specialisation is indicated on your certificate. You can only 'receive' one specialisation 'title'.

1. **INDIVIDUAL TAILOR MADE MAJOR SPECIALISATION PACKAGE**  
4 courses and 3 seminars in addition to CTF
2. **DESTINATION MANAGEMENT & PLANNING**  
ETD, FTS, IDB, SUSCOR, IBE, ICP, IQM, TMED, TPA, TPO, MRA, RTD, PST
3. **CROSS CULTURAL RESEARCH**  
TPC-1, TPC-2, SUSCOM, CCRH, CCRP, CCRT, ICP, ATD, LAM, TWR
4. **HERITAGE MANAGEMENT**  
ATD, FTS, SUSCOR, SUSCOM, TPA, ETHB, ICP, TPO, TWR, CCRP
5. **MANAGEMENT OF CHANGE**  
ETD, IQM, PJD, ETHB, TMED, MRA, ECI, IBE, ICP, TPO, FTS, IDB, PST, RTD
6. **INTERNATIONAL MARKETING**  
CEM, OM@R, IDB, ETD, MRA, EIO, IBE, ICP,
7. **MARKET RESEARCH**  
MRA, OM@R, ETD, CEM, ECI, EIO, IBE, IDB, TPC-1, TPC-2, PST
8. **BUSINESS COMMUNICATION**  
ARC, BUS, ATD, OM@R, IDB, ETHB, MRA, TWR, CCRH, IBE
9. **SUSTAINABLE TOURISM**  
CCRT, ETD, SUSCOM, SUSCOR, TPA, PST, ICP, IQM, RTD, TPO, TMED

### **COURSES (4 ECTS – CREDITS PER COURSE)**

Courses are offered either in the period between week 36 and week 41, or in the period between week 46 and 51. The word “offered” is entered in the column for the weeks in which each course is scheduled.

#### **Courses Wk 36-41 and Courses Wk 46-51:**

<b>Code</b>	<b>Name</b>	<b>Courses Wk 36-41 Sep 03</b>	<b>Courses Wk 46-51 Nov 12</b>
CITMATD	Arts, Tourism and Discourse		Offered
CITMCEM	Customer Engagement Management	Offered	
CITMCTF	Challenging Tourism Futures	Offered	Offered
CITMETD	Emerging Tourism Destinations	Offered	
CITMFTS	Future Tourism Scenarios		Offered
CITMIDB	International Destination Branding		Offered
CITMMRA	International Marketing	Offered	
CITMOM @R	Online M@rketing		Offered
CITMSUS COM	Sustainability in Tourism: The Community Approach		Offered
CITMSUS COR	Sustainability in Tourism: The Corporate Approach	Offered	
CITMTPC 1	Tourism: Politics and Culture in a Network Context 1	Offered	
CITMTPC 2	Tourism: Politics and Culture in a Network Context 2		Offered

So, in the first half of the semester (weeks 36 -41), the following courses are offered:

- Customer Engagement Management
- Emerging Tourism Destinations
- Challenging Tourism Futures
- International Marketing
- Sustainability in Tourism: The Corporate Approach
- Tourism: Politics and Culture in a Network Context 1

In the second half of the semester (weeks 46-51) the following courses are offered:

- Arts Tourism and Discourse
- Challenging Tourism Futures
- Future Tourism Scenarios
- International Destination Branding
- Online M@rketing
- Sustainability in Tourism: The Community Approach
- Tourism: Politics and Culture in a Network Context 2

## SEMINARS (1 ECTS – CREDIT PER SEMINAR)

The seminars are offered in the 3 weeks (weeks 43, 44 and 45). 1 seminar worth 1 ECTS can be followed per week as you can see below. Many of the seminars are offered by lecturers from abroad.

Code	Name	Week43 Oct 22	Week44 Oct 29	Week45 Nov 05
CITMBUS	Business English Correspondence	Offered		
CITMCCRH	Host-guest relations	Offered		
CITMCCRP	Participant Observation and Indigenous Communities		Offered	
CITMCCRT	Themes in Tourism: Ways of Seeing		Offered	
CITMECI	European Union: Characteristics, Institutions and Policies	Offered		
CITMEIO	International Economics & Organisations		Offered	
CITMETHB	Entrepreneurship in Tourism & Hospitality Business (NAU)	Offered		
CITMIBE	Introduction to Business Events	Offered		
CITMICP	Inter Cultural Photography ( <b>Max 20 students</b> )		Offered	
CITMIQM	Integrated Quality Management of (Urban) Tourist Destinations ( <b>maximum 20 students</b> )			Offered
CITMLAM	Landscape and Memory – Atrocities Tourism Management			Offered
CITMPS T	Product Management for Sustainable Tourism ( <b>maximum 20 students</b> )		Offered	
CITMRTD	Re-Thinking Tourism Destinations by Design			Offered
CITMTMED	Tourism Micro-Enterprise Development ( <b>maximum 30 students</b> )			Offered
CITMTPA	Interpretation & Protected Area Management ( <b>maximum 30 students</b> )	Offered		
CITMTPO	Tourism Policy and Organisation		Offered	
CITMTWR	Travel Writing ( <b>maximum 20 students</b> )			Offered
CITMWDV	Working Digitally with Visuals			Offered

## **CHAPTER 2: COURSE CONTENTS**

### **CITMCTF: CHALLENGING TOURISM FUTURES**

#### **GOALS**

- To understand how international relations shape tourism development.
- To gain insights into the power relations in the tourism development process
- To understand different perspectives on tourism destinations (i.e. the construction of tourism destinations)
- To gain insights into innovation processes in an international context
- To gain insight into the contemporary innovation challenges facing tourism destinations, such as:
  - Changing consumer preferences
  - ICT development
  - Changes in the geopolitical arena
  - Sustainability

The overall goal is to apply the aforementioned insights in a real-life innovation challenge for a work field or academic commissioner

#### **CONTENT**

1. CONTEXT: destination governance, power relations, multi-actor perspectives, networks
2. INNOVATION: business models, value creation, innovation as network process
3. PRACTICE: (online) campaigning, stakeholder dialogue, project management, applying creative action methods using multi media tools.

#### **METHOD**

- Out of the classroom approach: real-life case with work field commissioner(s)
- Project based work in small teams
- Action research approach (active involvement of respondents, combining research and campaigning)
- Group work: 1) develop a problem analysis and project design, 2) choose a deliverable, 3) do it.
- Deliverables: video OR debate OR campaign OR research paper.
- Final presentation of your deliverable for the commissioner

**ASSESSMENT:**

Group project (70%) & individual paper –(30%)

**LITERATURE**

A list of journal articles and book chapters will be recommended.

**STUDY LOAD:** 11 ECTS

**LECTURERS:** Harald Buijtendijk, Mylene van der Donk, Ton Tepe, Ben Veenstra, Wytze Veltman

## **CITMATD: ARTS, TOURISM AND DISCOURSE**

### **Introduction:**

The experience of departing, travelling, arrival and return is one that is dealt with in many artistic forms. Similarly, people, cultures and places are often represented in art. There is a growing body of academic literature on the issues arising from the varied relationships between artistic expression and the tourism industry. This course will focus on a number of the key theoretical issues in this field and show how an informed and creative consideration of these topics can allow us to gain different insights into tourism as a global phenomenon.

### **Goal:**

The aim of this course is to:

- explore the varied relationships between art forms and tourism and to see how and where they influence each other
- examine the ways in which artistic discourse has helped form conceptions of travel, people and places
- chart the ways in which a study of specific artistic discourses allows us to analyse tourism.

### **Contents:**

The art forms which will be dealt with in the course are primarily painting, photography and cinema. These will be considered from a number of theoretical perspectives such as discourse theory, semiology, aesthetics, hermeneutics, and form and content analysis.

### **Method:**

There will be a mixture of lectures, in which the theoretical issues will be outlined, seminars, in which these issues will be discussed on the basis of prepared material and specific examples, and practical workshops on presenting visual material.

### **Assessment:**

An individual on-line exhibition and written support paper in which students explore and reflect on the issues raised in the course. The specific theme for this study will be specified at the beginning of the course.

### **Literature:**

Handouts in class and material on n@tschool. Students will also be responsible for researching the specific area they have decided to focus on.

**Study load:** 4 ECTS

**Lecturers:** Ray Boland and Laura Pardo

## **CITMCEM: CUSTOMER ENGAGEMENT MANAGEMENT**

Customer engagement (CE) is a 'deeper, more meaningful connection between the company and the customer.' It is a psychological state that is the result of interactive, co-creative customer experiences with a brand or organisation and is connected to feelings of trust and loyalty. The number of channels with which organizations interact with their customers has grown significantly over the last few years. It is important to know how to use these channels to build a relationship with your customers. Companies try to manage the relationships with their customers in such a way that they get the most profit out of each relationship. This profit can be realised either directly or indirectly through positive 'word of mouth'. The more 'engaged' the customer is, the likelier he is to buy more and give referrals. Customer Engagement Management plays a central role in the success of organisations in tourism and leisure.

### **Learning objectives**

After successfully finishing this course you will be able to:

- explain the concept of Customer Engagement Management and describe how this supports the success of an organization
- describe what kind of organizational activities contribute to customer engagement and how engagement is related to relationships and loyalty
- clarify the core concepts in Customer Engagement Management: customer knowledge, relationship policy, co-creation and individual value propositions, personalized communication and customer care
- make clear how an organization can create customer engagement through the physical arena (e.g.. shops or service scapes), the digital arena (web, apps) and social media
- make clear why customer analytics plays a core role in Customer Engagement Management and explain which methods and techniques should be used to be able to optimize the customer engagement management process

### **Content**

#### **Customer Engagement Management as business strategy**

- What is Customer Engagement Management?
- Relationship, loyalty and engagement
- Engagement domains (relationships, causes and values, brands)

#### **Core concepts of Customer Engagement Management**

- Customer Knowledge
- Relationship policy
- Co-creation and individual value propositions
- Personalized communication
- Customer Care

### **Engagement Arenas**

- Physical arenas
- Digital arenas (web, apps)
- Social Media

### **Customer Analytics**

- Customer Listening
- Determination of Customer Satisfaction and Engagement
- Analyzing Customer Data

There will be 4 interactive lectures and 4 workshops. Guest lectures may be added.

### **Examination:**

- As a group you will weekly publish blogs on <https://customerengagementmanagementintourism.wordpress.com/>. These blogs are the fundament for a group mark.
- You will analyze and assess the blogs, this leads to an individual mark.

### **Literature:**

Peelen, E. (2013). Customer Relationship Management, Second Edition. Boston: Pearson Financial Times. ISBN 13:9780273774952 ISBN 10:0-27377-495-6  
Articles, links will be published through N@tschool

**Study Load** :4 ECTS

### **Lecturer :**

Marjolein Visser and Wesley Put – van den Beemt

## **CITMETD: EMERGING TOURISM DESTINATIONS**

### **Introduction**

For decades tourism has been a worldwide booming business. Growth rates were more common than exceptional. Almost every destination on this planet has attracted more visitors in the past 50 years. Tourist arrivals worldwide have grown at an impressive average rate of 10% per year. Travel appears to be becoming an essential, fundamental component of consumer lifestyles. There was a minor shortfall of 0.5% in 2001, and the financial crisis had a negative effect on international tourism in 2009, when worldwide average arrivals dropped by 4.2%! However by 2012 worldwide arrivals return to the regular 4% increase per year level.

Of course some destinations grow faster than others, while there are also some countries which face a decline in tourist arrivals. Tourism growth or decline in general can be triggered in many different ways. In some cases it just happened, there was no real deliberate growth strategy, and tourism proved to be booming without much planning or thought. In other cases there were specific growth strategies sometimes comparable with the growth strategies of Ansoff: market penetration, market growth, product development or diversification. And sometimes growth was the outcome of a combination of these factors accompanied with new trends, changes in the political or economic climate or sudden changes in the popularity of certain competitive destinations.

### **Goals**

- To be able to research and analyse what the causes are of rapid growth or decline of the tourist arrivals in a specific emerging destination in the last decade.
- To be able to decide which of these factors are the most important.
- To be able to write a professional paper concerning an emerging or falling tourism destination and to clarify and provide argumentation for the decisive reasons for rise or fall.
- To gain insight into factors that directly or indirectly influence the rise or fall of tourism destinations in general.

### **Content:**

- An overview of emerging tourism destinations and destinations in decline
- A first inventory of possible influential factors such as:
  - o tourism product
  - o marketing approach
  - o political situation
  - o intervening opportunities
  - o competitive destinations
  - o economic change
  - o market trends
  - o shifts in demand patterns
  - o other factors
- Growth-analysis and Growth-triggering-factor-analysis

**Method**

Lectures :Kick off session introducing the scope and focus of ETD, one lecture presenting an example of an emerging destination, one lecture about 'Globalisation' as a worldwide external factor influencing tourism development. In the kick off session the available destinations for student teams will be presented. The assignment will also be clarified and explained.

Workshops : workshops where the student teams will present their intermediate research results to the other students in the group. The lecturer will supervise and give his or her comments on the proceedings.

**Assessment:**

Based on the group mark for the assignment (including the presentations), corrected with the results of the peer evaluation.

**Literature:**

Will be published on N@tschool

**Study load:**

4 ECTS-credits

**Lecturer:**

Geurt Drost

## CITMFTS Future Tourism Scenarios

### Introduction:

No matter how far back we go in time, travel has always been central to human history. Although mass tourism and the tourism industry only originated in the nineteenth century, travel for noncommercial purposes existed in most societies in the early days. Today, the desire to travel and to be a tourist is practically universal. Tourism has been a central dimension of globalization, and it offers a useful view on many key questions about where globalization is taking us: questions about culture and identity, economic relations, environmental sustainability, etc. This requires awareness of those who will be active in the tourism industry; awareness of global change and awareness of ways to its effect on tourism development worldwide. However, gazing in the 'crystal ball' so as to predict the future of tourism is a difficult task. It is of importance to thoroughly identify trends and developments that initiate the unexpected changes that affect tourism today and in the future.

Beyond the control of the Tourism Industry are a range of variables that will have a major impact on the future of tourism. One of these is the rise of the Middle Class in countries that develop rapidly on economic, social-cultural, political, demographical, environmental and technological levels. Isolating one development, or trend, from another is unrealistic since changes in one variable might very well affect another variable. Besides uncontrollable changes there are also changes **within** the control of the Tourism Industry such as product development, identification of consumer behaviour and distribution issues. Tourism businesses can pro-actively re-shape markets instead of merely react to changing conditions. Yet, the question where tourism will be some 30 years from now remains a challenging one since it includes a high variety of issues.

### Goals:

*This project adds to the professional profile of students by touching upon the following aspects:*

- Acquiring knowledge of global consumers (position, traveller motives, choice process and purchasing behaviour, travel behaviour)
- Acquiring knowledge of relevant trends in the external environment, developments, relationships and networks
- Carrying out market analyses and trend research in a methodical manner
- Acquiring knowledge of technological possibilities and determining how to engage with this
- Carrying out scenario analyses and scenario planning in a methodical manner
- Understanding, analysing and applying academic articles

### Contents:

Scenarios are not about a single trend but about **the combination of trends as driving forces of change**. Yeoman, Pearce and Moriarty (2010) claim that 'scenarios do not forecast any future nor are they linear extensions of the present. Scenarios are based upon possibilities that are grounded in current knowledge; they establish possible environments'. It's a matter of continually asking 'WHAT IF? ...' (I. Yeoman, '2050 – Tomorrows Tourism' 2012) and to try and generate open-ended perspectives on future developments. Scenario planning is also about seeing how tourism businesses can be pro-active and remain relevant in a fast changing environment.

**WHAT?** Formulate an answer to the research question: **How is domestic and outbound tourism to develop in emerging economies by the year 2050?: two scenarios.**

**WHY?** To gain insight in global issues related to global tourist behavior and to train scenario writing for the tourism industry.

**HOW?** An exploratory study of one self chosen emerging economy on history, current situation and future prospects of **Wealth** (i.e. economy, politics, demography, rise of middle class), **Technology** (i.e. digital revolution, communication, access to internet) and **Resources** (i.e. environmental issues, education, urbanisation, food, oil). After this study students have a solid foundation for two future tourism scenarios: a positive and a skeptic one, both well argued and based on realistic research findings. Keywords in the scenarios are: **global trends and developments (wealth, technology, resources), tourist behavior, role of tourism industry.**

**WHO?** Student groups of 3 or 4 (within one class)

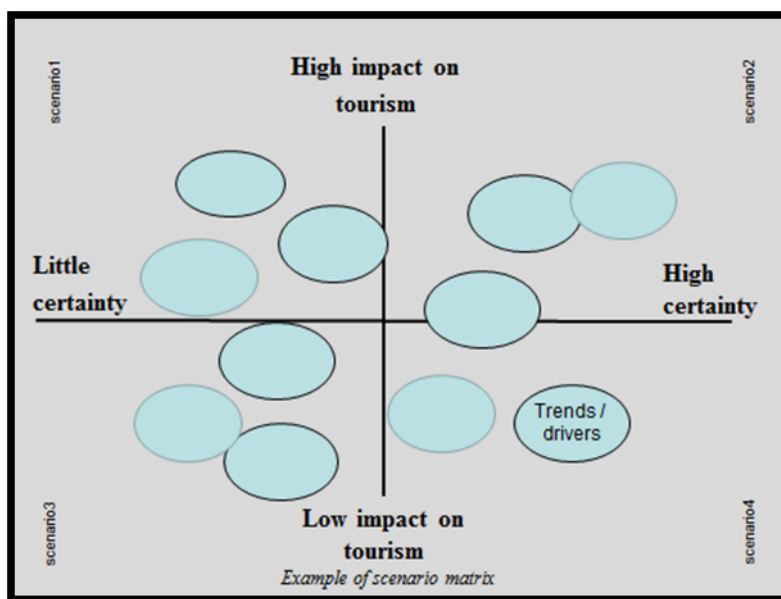
### **Content of the study**

The assignment covers 4 different lines of attention (a-b-c-d) which eventually lead to the creation of a SCENARIO MATRIX. The Matrix visualizes possible future tourism scenarios based on your study. In order to be able to fill the Matrix with indicators, you need to collect crucial knowledge by following steps a. to d. here below:

- a) **Country Analysis:** Analyse the country of your choice through an historical timeline of important events and aspects such as for example:
  - **Wealth:** Demography, migration flows, economic, political, social-cultural developments, etc. Establish **per aspect** which parameters you employ for your analysis. (Example: *Criteria used to illustrate 'Economic Development' are: GDP, employment rate, import/export etc.*)

- **Technology:** Technological developments, digital revolution, communication, access to internet, level of connectedness, etc. Establish **per aspect** which parameters you employ for your analysis.
  - **Resources:** Environmental issues, education, urbanisation, food, oil etc. Establish **per aspect** which parameters you employ for your analysis.
  - **Tourism development:** Domestic and outbound (facts, figures, tourist behaviour, tourist characteristics, etc.....).
- b) **Global Trends** : Look up 4 global trends in literature and on the Internet: 1 trend on Wealth, 1 on Technology, 1 on Resources and 1 on Tourism. Critically analyse these global trends and answer the following questions for all 4 trends.
- What makes this trend a *global trend*? Argue in-depth
  - Which 'drivers of change' can you identify per trend?
  - How will this trend affect tourism in the future?
- Suggested books, literature and internet sites: Yeoman, I. : 'Tomorrow's Tourist' (2008) AND '2050-Tomorrow's Tourism' (2012). Sites: World Economic Forum, World Bank, IMF, United Nations....
- c) **Analysis of Middle Class:** 1) Define the Middle Class of the country you selected with your group. 2) Argue its development (historical perspective + development until today). Provide figures, models and/or statistics of the in- or decrease of the Middle Class. 3) Comment on logical future developments of the Middle Class based on your findings in 1) and 2).
- d) **Analysis of the Tourism Industry:** Research how the travel and tourism industry in your country of choice is organized. 1) Main airports, airlines, passenger numbers etc. 2) Accommodation, nr of beds etc. 3) Tour operators, online travel services etc. 4) Governmental bodies (NGO's NTO's etc). Consequently: comment on logical future developments.

### e) Conclusion: Scenario Writing



- Fill in the balloons with variables from the Country Analysis (a), the Global Trends (b), the Middle Class analysis (c) and the Tourism Industry (d).
- Discuss with your group where variables and trends are situated; whether these will occur with **high** or **low certainty** and whether these have a **high** or a **low impact** on tourism.
- After completing the Matrix you can derive a positive and a skeptic future tourism scenario. Conclude by elaborating on these two scenarios in detail and argue which variables and trends form the foundation of both scenarios.

#### **The report & presentation**

The total number of pages of the report is the student's own responsibility; the report is not limited to a certain number. However, students are required to write professionally, short and to-the-point.

The entire group is responsible for presenting the findings of the study in a plenary session. The presentation emphasizes on the 2 scenarios and gives account to the analysis leading to the scenarios. It is supported by a power point or prezi show of no more than 10 slides. Maximum length of the presentation: 25 minutes.

#### **Methods:**

#### **Planning & Organization**

- Number and nature of meetings

- Four plenary lectures incl. guest lectures
  - Four consultancy sessions per class
  - One presentation session per class
  - One written exam
- Overview of student hours to be invested in the course components

<b>4 ECTs = 112 hrs</b>	
* lectures	6 hrs
* consultancy sessions	
6 hrs	
* research/study and writing of group report	50
hrs	
* presentation session (prepare and present)	8
hrs	
* studying '2050-Tomorrow's Tourism' @230 pags	30
hrs	
* individual exam based on book (mc / open q's)	
2 hrs	
* planning and organization	10
hrs	
<b>TOTAL:</b>	<b>112</b>
<b>hrs</b>	

Assessment:

Assessments Future of Tourism

- A: Group delivery: group report on scenario analyses and planning
- B: Individual exam mc / open q's: based on book and lectures

The moment of testing

Report is handed in on ..... Hard copy in pigeon hole and a digital upload on N@tschool.  
The individual exam takes place during the exam week following the course

The results: how and when are the results released?

Within 10 working days, email to students.

The weighing

Individual exam: 50%

Group report: 50%

Final grade should be no lower than 5,5.

Compensation possible, although separate tests should be graded no lower than 4,5.

**Literature:**

- Yeoman, I. (2012) 2050 – Tomorrow's Tourism. Channel View Publications ISBN-13: 978-1-84541-30109. (Mandatory)
  
- Yeoman, I. (2008) Tomorrow's Tourist' (Advised)

**Study Load:** 4 ECTS

**Lecturers:** Geurt Drost and Esther Groenendaal

## **CITMIDB: INTERNATIONAL DESTINATION BRANDING**

### **Introduction:**

In the highly competitive tourism market of today, many destinations chose to position themselves using the branding theories that are developed in other commercial fields and thus creating so called 'destination brands'. A destination brand is the totality of perceptions that a customer holds about the experiences associated with a place. Effective management of these perceptions and experiences can secure enduring value for the destination, its partners, and customers.

Researching the regional or national identity and the perceived image of the destination; deciding on the Unique Destination Proposition, or UDP's; designing the most suitable communication programme and the development of tourism partnerships are issues that destinations have to deal with when implementing a destination branding strategy.

This course introduces the students in the field of destination branding using the most recent scientific research, discussing a range of global case studies and exploring inspiring ideas.

### **Goals:**

At the end of the course the student is able to:

- Demonstrate knowledge on the several theoretical aspects of destination branding
- Analyse case-studies with insight in the key success factors of destination branding
- Define the research programme to study the image and identity of a destination
- Write a concise, factual and analytical research report

### **Contents:**

- Image and identity of destinations
- Branding strategies
- Destination branding case studies
- Concept and campaign development
- Influences from popular culture
- Political influences on destination branding

**Method:**

Every week there will be a lecture and a seminar. During the lectures theory will be explained and during the seminars the given assignments will be discussed. The course is concluded with an assignment completed in pairs. A guest lecture will be organised during the course.

**Assessment:**

Based upon active and positive participation during the seminars, a research report and presentation.

**Literature:**

Handouts and suggested reading

**Study load:**

4 ECTS-credits

**Lecturers:** Ben Veenstra AND Martijn Smeenge

## **CITMMRA: INTERNATIONAL MARKETING**

### **Goal:**

Studying this module will enable students to:

- analyse the international market environment of a company;
- select potential international markets and market segments;
- develop an international marketing strategy;
- determine the necessary adaptations in the marketing mix for various countries.
- design an international marketing organisation

### **Contents:**

The course is set up according to the five main questions that international marketers and businessmen deal with in their global operations. These questions are related to five logical steps to be undertaken in the internationalisation process of a corporation. The five steps are:

1. Why internationalise?
2. Where to internationalise or expand to?
3. How to enter the selected markets?
4. Adapt or standardise the marketing mix?
5. Planning, organisation and control.

During this course we will handle the first four questions.

### **Method:**

Each week there will be a plenary lecture and group seminar. In the plenary lectures, the relevant theor(ies) will be taught and they will be applied in the seminars. Before the seminars students will prepare international marketing cases and present their results during the seminars

### **Assessment:**

The module will be assessed by means of:

- contribution to the seminars (40%);
- a written exam (partly MC questions and partly open questions) (60 %).

### **Literature:**

To be determined later.

### **Study load:**

4 ECTS-credits.

### **Lecturer:**

Erdoğan Çakmak

## **CITMOM@R: ON LINE M@RKETING**

### **Goals:**

The focus of this course is on developing skills and knowledge to analyze online marketing strategies and tactics. This can help you to develop an overall sensitivity on how to criticize websites and online marketing activities.

The goal of Online Marketing is threefold:

1. To enhance your professional skills thereby gaining deeper insight in current internet developments relevant for marketers working within the tourism industry.
2. To allow you to become more familiar with possible future work related activities. During this course, you will have the opportunity to communicate with online marketing experts at a tourism related company.
3. To develop your potential as a broad-minded and innovative marketing professional. You are stimulated to come up with improvements related to online marketing activities.

### **Contents:**

During this course you will have the opportunity to act as online marketing consultants and work with real cases. Different companies within the field of tourism will be invited to participate in your online marketing project. After successfully completing this course you should be able to:

- Analyse and identify a companies online marketing strategy
- Analyse and identify a companies online business model
- Analyse an online target group and their online behaviour
- Analyse which role a website can play to develop their product
- Analyse how a website can be implemented for communication purposes
- Apply inbound marketing tactics
- Have knowledge about content marketing
- Have knowledge about what is necessary to develop and build an effective website
- Have insight in how to attract 'potential' customers to your website
- Analyse if the online activities of your company are successful or not

### **Methods:**

There will be a lecture and a seminar every week. Each week students need to prepare assignments for the seminars. This course will also be supported with different guest lectures.

**Assessment:**

During this course you will work for a tourism related commissioner of your own choice. You will have the chance to analyse their online marketing strategy and their online marketing activities. In week 6 there will be a final presentation in which you present your solutions and suggestions for their online marketing strategy and other website or online related activities. After the presentation you will have the chance to implement your lecturer's feedback and you will hand in your final project plan. Students will be assessed for their contribution to the workshops, their final presentation and their written project plan.

**Literature:**

Many articles and other supportive material provided by the lecturers.

**Study-load:**

4 ECTS-credits

**Lecturers:**

Wesley Put – van den Beemt and Marjolein Visser

## Sustainability in Tourism: From theory to practice

### 1. Introduction

*There is no such thing as global sustainability*

Businesses, organisations, governments, the public; everybody expects that new developments and products are designed and managed with a long term, responsible vision. Sustainability as a topic is on the international agenda, the benefits for the organisations and society are clear and the urgency is high. Managers now have to deal with the issue. The title of this section is *Sustainability in Tourism* (not sustainable tourism). It deals with how the challenge is dealt with in various types of organizations.

The SUS programme consists of two courses, each course has a different focus:

1. The corporate perspective: How to make a sustainable business case
2. The community perspective: How to involve communities

In all courses we work with real life challenges of business, organisations and destinations in order to prepare you for a job in the related sector. The courses provide knowledge, skills and tools to research, analyse and apply sustainability. You will get the most out of the course by following all parts, however, you are not obliged to choose more courses.

Course	ECTS
1. The corporate perspective: <i>Corporate Social Responsibility as a tool for business innovation</i>	4
4. The community perspective: <i>Involvement and participation of communities</i>	4

### **Methods of teaching**

The concept of Sustainability in tourism is discussed in an international context and talks over projects varying from small scale to multinational/global. We focus on practical approaches, applications and effects. Various (research) methods are used to gain better insight in sustainability in tourism. Theories and models are offered during the lectures and by relevant literature and case-studies as well as from first hand experiences of the course lecturers and guest lecturers. Real cases form the basis of the set of courses. We thus work with various 'commissioners'.

### **Lecturers**

Lectures are given by the team and by a mix of (external) experts. These are NHTV researchers, experts from the field as well as recently graduated students.

Do not hesitate to contact us for any information that you may need.

### **The courses**

Each of the Sustainability in Tourism courses is explained on the following pages.

1. SUSCOR    The corporate approach
  
2. SUSCOM    The community approach

## **1. The corporate approach**

### ***Social Responsibility as a tool for business innovation***

#### **Description**

In today's rapidly changing business environment, tourism enterprises have to innovate in order to become future-proof. Sustainability can be embedded in this process, as it is at the core of the value companies create for their customers, partners and investors. Questions for this course are; why should a company be

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responsible and sustainable? How can a company take its responsibility practically? And what is the business case for sustainability?

The discussion is about business innovation in the contemporary business environment. We will explore the relationship between Social Responsibility and business innovation, and approach Social Responsibility as a tool for innovation.

During the course SUSCOR you will be constantly encouraged and provoked to use your creativity and address the question how businesses can make a tangible and realistic contribution to sustainable development, while generating (social) returns on investment? The course takes a closer look at business model logics for innovation. Hence the focus is conceptual and strategic, rather than operational. Business administration and financial accounting are no topics in this course.

### Goal

To critically examine the concept of CSR as a tool for business innovation, and apply this knowledge in a real life CSR strategy assessment for a work field commissioner that will result in a realistic business case for one concrete improvement leading towards innovation for sustainability.

### Learning objectives

The learning objectives (LO) for this course are the following:

- LO1.** Are able to put CSR in the context of International (Tourism) Development, Sustainability, and the impact of transnational companies (TNCs) on both by using different development theories.
- LO2.** Have in-depth knowledge of the concept of CSR (definition, characteristics, activities) in the context of the contemporary corporate environment with respect to business identity, mission, vision, as well as the legal status and ownership structure of contemporary enterprises.
- LO3.** Can relate CSR to business performance in the context of the contemporary business environment as well as the traditional 20<sup>th</sup> century business environment, explain key characteristics of both environments, understand and reflect on open and closed innovation and apply business model development;
- LO4.** Can relate CSR to the external environment of organizations, indicate the importance of stakeholder management and stakeholder engagement, discuss the concept *licence to operate*, and explain the relevance of CSR standardization and global reporting initiatives.

With respect to LO1 – LO4 you can explain all concepts presented in this course by using relevant definitions, can critically reflect on their interrelation, and can provide relevant examples from the international tourism industry.

- LO5.** Are able to apply the aforementioned knowledge in a real-life setting where they successfully assess the CSR strategy of a tourism company in order to select and identify one tangible business innovation for sustainability presented in a solid business case.

## **Assessment**

The assessment exists of a group assignment and an individual exam.

In this course you will work on a real innovation case for a real company from the tourism industry. In the beginning of the course, the commissioner will provide a guest lecture and introduce the challenges the company is facing and explain your assignment. During the course you will then work on this assignment during a number of special workshops, while four lectures provide you with context and theoretical background that help you with completing the assignment. In the last week of the course you present your solutions for the management team of the company at the head office of the commissioner.

## **Course Coordinator:**

Harald Buijtendijk [buijtendijk.h@nhtv.nl](mailto:buijtendijk.h@nhtv.nl)

*Don't hesitate to contact me for more information*

For examples of work produced by students in previous editions of the course, see below:

<http://goo.gl/enFYBq>

<http://goo.gl/s5BM1y>

<http://goo.gl/G4bwBY>

## **2. The Community Approach**

*Understanding and dealing with the complexity of community involvement*

### **Description**

Destinations are not just destinations, these are also places where people live. Local people are not helpless victims, communities have their strategies in how they cope with (tourism) development. Understanding the various community groups that are directly or indirectly related to your plans, policies or companies is a major asset or even a condition to succeed. Not only you'll see this coming back in CSR practices, but also in how politicians approach communities these days.

In this course we pay attention to sociological aspects of communities; ideas like social fabric, sense of community, resilience and power play get attention in order to understand how communities work. Furthermore it pays off to get a better understanding of the worldviews or paradigms of the various groups within communities. And, of course, we want to find out about their involvement. This involvement could be formal, but also informal. We approach this by getting insight in how community groups interact, negotiate and struggle within tourism.

With a group of students you'll do primary and qualitative research in order to understand a particular community and its involvement in tourism. We will take two (conflicting) groups and a concrete manifestation of their distinction or interface as a starting point in this research

### **Goal**

Critically examine the community as a stakeholder in the context of (international) (tourism) development and sustainability and to gain understanding in the complexity of community involvement, resulting in a practical and realistic approach in dealing with communities.

### **Learning objectives**

The learning objectives (LO) for this course are the following:

- LO1. Being able to catch the local perspective in tourism development
- LO2. Critically assess options of community involvement/participation (not only CBT)
- LO3. A better sociological understanding of communities
- LO4. Identify, understand and apply critical success factors for community involvement
- LO5. Can relate the community as an actor to the local/global context of (tourism) development
- LO6. Insight in the community as part of the web of power relations; in the discourse of development theories, but also in real life situations

### **Assessment**

Presentation (40%) and report (60%)

In this course you will research a community in the field. The report and presentation will be based on this research, and should also reflect the course concepts (e.g. literature/case studies/ lectures) .

### **Course coordinator**

Ellen de Groot ; [groot.e@nhtv.nl](mailto:groot.e@nhtv.nl) room N2.233

*Don't hesitate to contact me for more information*

*Understanding and dealing with the complexity of community involvement*

## **Course materials for all the Sustainability in Tourism courses**

Below you find an indication of the literature that is used during the courses.

### **SUSCOR: The Corporate Approach**

- Blowfield, Murray (2008). *Corporate responsibility: a critical introduction*. Chapter 1. Oxford. Oxford University Press
- Mowforth, Munt (2009). *Tourism and sustainability; Development, globalisation and new tourism in the Third World*. Chapter 1. New York. Routledge
- Teece (2010). *Business models, strategy, and innovation*. *Long Range Planning* 43 (172-194)..

### **SUSCOM: The Community Approach**

- Mowforth M. and Munt, I (2009) *Tourism and sustainability*. Third Edition, Routledge, London. Chapter 3, 8, 9, 10, 11
- Beeton, S. (2006) *Community development through tourism*.
- Mannarini, T., S. Tartagilai, A. Fedi and K. Greganti (2006) *Image of neighborhood, self image and sense of community*. *Journal of Environmental Psychology* 26 (2006) 202–214
- Murray C. Simpson (2008), *Community Benefit Tourism Initiatives—A conceptual oxymoron?* *Tourism Management* 29 (2008) 1–18

## **CITMTPC1 & CITMTPC2: Tourism, Politics and Context**

**In principle CITMTPC-1 and CITMTPC-2 must be selected jointly!**

**Introduction:**

During the second year students already have been introduced into the contextual approach of tourism, one of the main elements of the ITMC-curriculum. The 4th year programme, therefore, pays in-depth attention to contextual aspects, with an accent on politics and tourism.

Both aspects will be dealt with against the background of a network-society in which a mixture of traditional, modern and post-modern networks, post-industrial and agrarian, urban and rural, youth-networks in-between the global and the local, family and professional networks constitutes a multi-layered and hybridised picture. Modernisation has many faces in this picture, just like the local (re)interpretations of global influences have. From a political perspective it remains challenging to develop an approach for this multi-coloured network-society. Therefore, this will constitute the main pillar of this fourth year specialisation (TPC-1).

At the same time, interpretations do not take place in a void. When people define their situation by using symbols and interpretations, they find themselves in a constant power struggle to have their definitions accepted. Culture and power are inevitably connected to each other. Here, too, the concept of a network-society is of the utmost value, because networks come into existence through power-relations, and interpretations are constituted within this constellation. Therefore, in TPC-2 the accent will be on politics as a crucial aspect of the context of a network-society. A distinction between politically stable and unstable will guide us through the complex world of political thought and power-relations as they are determinant for tourism development all over our global world. All social, economic and political systems are in a constant state of change so we will focus on the consequences of these changes for the various interpretations of the parties involved.

**Goals:**

- 1) By going into depth and becoming much more precise in what they are looking for in a political context, students will enrich their perspective in a professional way.
- 2) By developing a political perspective, students will work on a more concrete picture of an important and relevant aspect of the contextual approach of tourism destinations. They will become sensitive to the (political) embeddedness of tourism development.
- 3) By studying relevant cultural and political aspects within the framework of a research-programme in development, students will develop their logical and methodological skills.

**Method:**

The first part lasts six weeks. Through lectures and readings the focus is on certain contextual aspects of the tension between globalisation and localisation in

a network-society. Students work on a specific theme to start off the study of the relation between globalisation and local contexts. At the same time class-discussions will be organised based on the reading of novels and reflection on movies. At the end of this first part students will write an essay on that specific theme that has been inspired by these lectures and novels or movies.

During the second part there will be non-obligatory seminars (see CCRP, CCRH and LAM), that focus on the different perspectives of TPC 1 and 2.

The third part lasts six weeks as well. The main focus here is the political context in which tourism developments take place. Overall, tourism and political (stability) and (instability) have been researched from at least three areas: tourism business and travel trade, public policy and tourism, tourism, peace and world making. Within the above areas, tourism and political stability have been researched from the standpoints of different stakeholders, specifically: travel trade and its influence on destination resilience regarding instability; tourists and their perception of the politically unstable destinations; public bodies and local governments and their support of tourism renewal and local communities and their stake in the renewal process. Tourism in the context of political instability, may even act as a stimulus to attract tourists motivated by a novelty experience, different from a conventional holiday experience. For example, in the Vietnamese government tourism strategy, the Vietnam War played an important part in putting the country on the tourism map. In that sense, a recent history of perceived political instability and visitation based on the Vietnam War inheritance acted as one of the focal motives to visit a destination. Attention will be also paid to post political conflict situations in relation to tourism destinations, such as the case of Bosnia Herzegovina, Cyprus, and Northern Ireland and how power and politics influence tourism planning and developments.

**Study Load:** CITMTPC1 4 ECTS. CITMTPC2 4 ECTS

**Lecturers:**

Dr Rami Isaac

**Literature of articles**

Al Haija, A.A. (2011). Jordan: Tourism and conflict with local communities. *Habitat International* 35, 93-100

Alvarez, M.D., & Campo, S. (2014). The influence of political conflicts on country image and intension to visit: A study of Israel's image. *Tourism Management*, 40, 70-78.

Arieli, T. and Cohen, N. (2013). Policy entrepreneurs and post-conflict cross-border cooperation: A conceptual framework and the Israeli-Jordanian case. *Policy Sci*, 24, 237-256.

Causevic, S. (2010). Tourism which erasing borders: An introspection into Bosnia

- and Herzegovina. In. O. Moufakkir and I. Kelly, *Tourism, Progress and Peace* (pp.48-64). Wallingford: CABI.
- Causevic, S. and Lynch, P. (2011). Phoenix Tourism: Post Conflict Tourism Role. *Annals of Tourism Research*, 38(3), 780-800
- Cakmak, E. & Isaac, R.K. (2012). What destination marketers can learn from their visitor's blogs: An image analysis of Bethlehem, Palestine. *Journal of Destination Marketing and Management*, 1(1-2), 124-133.
- Häusler, N. and Baumgartner, C. (2014). Myanmar on its way to responsible tourism management: The important role of stakeholders dialogue. In C. Wohlmuther & W. Wintersteiner, *International Handbook on Tourism and Peace* (pp.181-198). Drava:UNWTO.
- Isaac, R. K. (2014). Responsible tourism and development in the context of peace building. In C. Wohlmuther & W. Wintersteiner, *International Handbook on Tourism and Peace* (pp.87-100). Drava:UNWTO.
- Isaac, R.K. (2010) Moving from pilgrimage to responsible tourism, the case of Palestine. *Current Issues in Tourism*, 13(6),579-590.
- Isaac, R.K. & Cakmak, E. (2014). Understanding motivations of visitors at sites of death and disaster. *Current Issues in Tourism* 17(2), 164-197.
- Shin, Y.S. (2005) Safety, security and peace tourism: the case of the DMZ area, *Asia Pacific Journal of Tourism Research*, 10, 411-426.
- Schneider and Barsoux (1997). *Managing across cultures*, New Jersey: Prentice Hall

**Study Load:** 4 ECTS

**Lecturer:** Dr Rami Isaac

## CHAPTER 3: SEMINAR CONTENTS

### CITMBUS: BUSINESS ENGLISH CORRESPONDENCE

**Goal:**

This seminar discusses various modes of business English correspondence, such as letter writing, email correspondence, memos and faxes. It further looks at correct use of language items like punctuation and vocabulary.

**Contents:**

- introductory lecture
- punctuation
- letter writing and lay out style
- email
- memos
- faxes

**Method:**

After an introductory lecture, students set off to work (in pairs) on assignments as self-study. There is the opportunity to consult the lecturer in a scheduled question hour.

**Assessment:**

A portfolio containing the assignments.

**Literature:**

Handout in the first lecture.

**Work load:**

1 ECTS-credit

**Lecturer:**

Michael Tait

### CITMCCRH: HOST-GUEST RELATIONS

**Background**

Tourists tend to see local people as “the ultimate other”, but also vice-versa; the local population may see the tourist as “the ultimate other”. Sometimes the other is romanticised and turned into an exotic other. In other places the other is resented and despised. Why do we have that tendency? Why is it interesting for you as a tourism professional? How could they perceive each other and what do they expect? It is intriguing to see what happens in this relation, which is not a simple one. The power relations are complicated: there is more to say than “local people have no power because they are dependent on the tourists for income”. Other relevant questions to ask are: how are they reacting to each other and why,

what factors are influencing this and finally, what does that mean and for whom?

### **Goals**

Gain insight in the complex relationship between tourists and local people; how do we see each other, what is important context, what is influencing this relationship and what could this actually mean for tourism (development). Furthermore, we will look into social representations, power relations of “hosts and guests” in the context of tourism development. Concepts like exoticism, the tourist-bubble and the tourist gaze will be critically examined.

### **Working method**

There will be a lecture and documentaries to get you started. Outside class you will do your *own research* in a context/location of your choice. You will be evaluated by participating in an *academic debate* (individual) in the middle of the week and by a presentation and report of your research in the end of the week (group work).

### **Study load:**

1 ECTS-credit

### **Lecturers:**

Ellen de Groot [groot.e@nhtv.nl](mailto:groot.e@nhtv.nl)

*Don't hesitate to contact me for more information*

## **CITMCCRP: PARTICIPANT OBSERVATION AND INDIGENOUS COMMUNITIES**

### **Description:**

This seminar focusses on the research method of participant observation. Participant observation is, besides a playful and rewarding way of doing research, also a method used to understand local (indigenous) interest groups: the emic-perspective as referred to in cross-cultural studies. It could help you for example, to find out the real interests in the context of tourism, since people often do not ‘walk the talk’.

It is qualitative research beyond the common interviews. Though it is particularly used in cultural anthropology, it could also be useful for your future research for thesis or consultancy.

Extra attention is paid to indigenous communities since it is often harder to grasp their perspective with the regular research methods. However, the method is certainly also supporting the understanding of groups who live around the corner.

### **Goals:**

For professionals in a global tourism environment it is crucial to understand the context and culture of local interest groups. In this seminar students will be stimulated to integrate this understanding in their total perspective of tourism

development. Moreover, students will be trained in using participant observation as a basic tool to get deeper affinity with the emic-perspective.

**Method:**

After a seminar in which the emic-perspective and the method of participant observation will be explained, students will form groups and do fieldwork to practice participant observation amongst a defined community. Subsequently, a meeting will be organised to discuss case-studies on indigenous perspectives found by students in relevant literature (tourism, anthropology) illustrating the importance (or lack of importance?) of a *local perspective* in tourism projects, putting participant observation in perspective. The seminar week will be closed by presentations of the fieldwork done. Participation, presentation and final report are conditions for gaining your ECTS.

**Study load:**

1 ECTS-credit

**Lecturer:**

Ellen de Groot

## **CITMCCRT: WAYS OF SEEING:THEMES IN TOURISM**

**Content:**

The seminar will question the way we see, judge and interpret themes and issues in contemporary tourism. And, just as importantly, why we fail (or choose not) to see, other aspects clearly. We will be exploring how our values change over time and space - 'the high culture/ low culture' debate; socio/cultural/political perspectives; subjectivity/objectivity and 'the truth' etc.

**Method:**

Using, by way of illustration, literature, film, television, music, art, photography - together with an array of many contemporary, diverse images - we will contextualise tourism in the wider arena of society. Reiterating and developing aspects I raised with (some of) you in my previous, eclectic 2<sup>nd</sup> year guest lecture, and while on your field work, we will take the analysis of the issues involved further. For those of you joining NHTV more recently, this seminar should appeal to you too.

Using the 'old and the new', we will examine tourism from different perspectives. As well as adopting material more familiar to you, we will use a range of new, interesting, vibrant examples to contextualise the tourism 'environment'. Garland's film *The Beach*; *American Dreams*, a short story by Carey; Elvis Presley; the cartoons of Wallace and Gromit, English holiday postcards and humour at the seaside etc. will all be deployed.

I'll expect all students opting for this seminar to demonstrate enthusiasm, an open inquisitive mind, imagination, application and a lively sense of humour- in equal measure, please. And, on this basis, we should have a really worthwhile, enjoyable week. I certainly don't want to waste your time. Nor mine. I'm very much looking forward to having the pleasure of teaching you. Thank you.

**Study load:**

1 ECTS-credit

Assessment by attendance.

**Lecturer:**

Brian Wheeler

## **CITMECI: EUROPEAN UNION: CHARACTERISTICS, INSTITUTIONS AND POLICIES**

**Goals:**

The main aim of the seminar 'European Union' is to extend students' knowledge of the institutions and policies of the European Union. A variety of activities and teaching methods should enable the student to gain insight in the European integration process. The present and possible effects on tourism in Europe, on tourism at national and regional level, effects on organisations, businesses and individuals therefore will be main subjects of discussions.

After completion of this seminar, the student will be able to indicate and explain the interaction between relevant actors affecting the tourism sector in Europe. You will be able to estimate the possible effects, direct or indirect, of European institutions' acts upon tourism businesses in Europe. European integration being a dynamic process, the seminar will encompass the actual and possible future ties with the other European countries.

In short the seminar should enable you to gain knowledge of the basic facts concerning European institutions and policies, and to further research specific issues related to European tourism.

**Contents:**

The seminar covers a selection of the following areas:

- EU History
- EU Legal foundation
- EU Decision and policy making
- EU Involvement in tourism
- EU Regional policy and funding
- EU Competition policy
- Economic and Monetary union
- EU Environmental policy
- EU development cooperation policy
- EU relations with third countries
- Future of EU

**Course methods:**

The teaching strategy combines lectures and debates with a student-centred approach to the subject. European integration is of a constant and rapidly changing nature and the (un-)recognised role of tourism therein is subject of current discussions between the tourism sector and various European institutions. It is therefore very important to consult quality newspapers and magazines to complement the lectures, readings and recommended texts.

The lectures concentrate on a few key points and provide you with the framework for each topic. The lectures cannot cover everything, the supplementary readings are therefore quite important. During lectures there will be opportunities to discuss current developments, and compare readings and experiences. You are expected to take an active part in these group discussions. In some cases this may allow you to fulfil the assessment requirements for this seminar. For more information, see below for the part on assessment. The lectures will take place in the morning. The afternoons will be available for individual and group assignments.

**Assessment:**

The student will be assessed in three different ways, both individually and in the framework of a group.

- Firstly: the active participation during the lectures.
- Secondly, your individual contribution with regard to the individual and group assignments to be produced in the afternoons
- Thirdly, your individual contribution with regard to the simulation game will be assessed. This simulation game will be the concluding part of the seminar and will take place on the last day of the seminar, i.e. Friday. In this role-play all students take part in a simulated negotiation process within the EU Council of Ministers.

**Study Load:**

1 ECTS-credit

**Lecturer:**

Pieter Piket

**CITMEIO: INTERNATIONAL ECONOMICS & ORGANISATIONS****Goals:**

The main aim of this one week seminar is to extend students' knowledge of **International Economics**, with subjects such as:

- exchange rates
- interest rates
- balance of payments
- money
- national accounts
- open economies

- international trade in goods and services
- international competitiveness
- international investments
- multinational firms
- regional cooperation
- developed and developing economies
- converging and conflicting interests between private and public actors.
- regionalisation versus globalisation

**Content / Working method:**

During 3 hours' morning sessions (Monday-Wednesday) the lecturers will introduce the relevant concepts and instruments. (General and specific) background reading will be available to the students. After general introductions the main focus will be (of course !) on the tourism industries. The afternoons (Monday-Wednesday) and Thursday are available for literature study, preparing the group report and the presentations of the group report results which will take place on Friday.

**Assessment:**

Group (maximum 3 students) Power point presentation : 100 %  
In case of an insufficient mark there will be the possibility of rewriting the presentation.  
Presence during all lectures is obligatory !

**Literature:**

Reader

**Study Load:**

1 ECTS-credit

**Lecturer:** Joyce Krielen

## **ITMETHB: ENTREPRENEURSHIP IN TOURISM & HOSPITALITY BUSINESSES**

**Background:**

An intense study of all the aspects involved in either buying, owning, franchising, or developing a new business as a sole proprietor, partnership, or corporation locally, regionally, nationally, or internationally.

If you are a person who dares to be different, who can think outside the conventional "box", is able to execute his ideas, is independent, and can work self-governing, can grow as an individual, and can see a business horizon without limits, you will enjoy a week of exploring the possibilities of being an entrepreneur in the hospitality and tourism industries.

**Prerequisites:**

Knowledge of economics, finance, accounting, marketing, management, operations, and general business. Preferably junior or senior standing, or, with permission of the faculty or Institute.

**Goals:**

Upon completion of this course/seminar the student should:

Understand the major entrepreneurship issues for a business venture.

Be able to discuss and relate these issues to other peers, faculty, and businesses.

Understand why and how the issues are implemented in a business.

Incorporate those issues and trends into their career.

Relate other courses in their field of study to this knowledge.

**Assignments:**

Each student will be responsible for:

Reading assignments and presenting current issues in class discussions both verbally and in written format.

Each student will be responsible for preparing and presenting a business plan to the class verbally and in written form.

Each student will be required to take a mid-term exam and final exam.

All students will be expected to attend all class periods, discussion groups, and complete all outside assignments.

**Topics to be presented & discussed:**

Business plans, types of ownership, management, financing, marketing, sales and advertising, employee management, location, records/bookkeeping/accounting, financial forecasting, cash flow analysis, legal aspects, government regulations, and other related topics appropriate for owning and operating your own business.

**Study Load:** 1 ECTS-credit

**Lecturer:** Paul J Wiener, School of Hotel and Restaurant Management, Northern Arizona University

## **CITMIBE: INTRODUCTION TO BUSINESS EVENTS**

An introduction to Business Events – its mechanics and economic impact and the chase for greater market share, with examples from the Netherlands.

**Introduction:**

Business Events, also known as MICE (Meetings, Incentives, Conventions and Exhibitions), is a much coveted segment of the tourist industry. This is no wonder as we have seen many examples of Business Events that have attracted tens of thousands of professionals convening to conduct business, learn, network and get motivated, with each delegate spending at least twice as that of an ordinary

holiday maker. In addition, Business Events stimulate tourism and employment and bring much economic spin-offs to the local economy.

**Goal:**

As expected, many destinations are aggressively competing for a larger share of Business Events, and are developing bigger, better and more facilities. On the other hand, markets are driven by different needs and interests and the choice of a business destination is influenced by perceptions and what it represents, and finally, the decision will be made on the best fit to the business / program / corporate goals. Our goal is to see Business Events through the lenses of the delegate, the organiser and the destination, with examples from the Netherlands.

**Methods:**

A combination of lectures, discussions, projects and presentations will be used to impart knowledge and help students analyse Business Events. An excursion will be made to Rotterdam, known for its innovative and exciting business events; extra costs will be 10 Euro.

**Assessment:**

The student will be assessed on his/her team project and presentation

**Study load:**

1 ECTS-credit

**Lecturer:**

Ben Veenstra, is consultant in tourism; he has more than 10 years experience in Business Events. He has been managing his own incentive company for several years and restructured the travel management process for a large pharmaceutical company. In his last position he was responsible for business development at the NBTC the Netherlands Board of Tourism and Conventions.

## **CITMICP: INTERCULTURAL PHOTOGRAPHY**

**Contents:**

The five day seminar, *Intercultural and Travel Photography*, will give students the opportunity to learn about the following topics:

- Photographic representation and its influence on the perception of places and cultures.
- Representing a place and cultural values through pictures. (Case studies: India and the Netherlands.)
- The utilisation of photography in tourism and travel.
- Ethics in photography.
- How to source photographic images.
- How history and stereotypes influence our perception.
- Two practical photography sessions covering the basics of photographing on location.

- Considering other factors that influence our perception.

Being aware of one's own culture and cultural environments can help the effectiveness of businesses and communications.

The aim of this seminar is to increase understanding of the power of photography, and how it can enhance understanding of countries and culture (or cultures).

**Goal:**

This seminar aims to demonstrate how photography can enhance intercultural understanding while also bringing awareness of its limitations.

**Working method:**

The workshop will consist of lectures, discussions and two practical sessions during which students will photograph.

Students are encouraged to be interactive, to ask questions and to become involved in discussions.

Students are requested to have access to a camera (preferably one with practical settings, so you can experiment with shutter speed, aperture and ISO settings).

The seminar will include some group work and presentations at the end of the week.

**Study Load:**

1 ECTS-credit

**Lecturer:**

Mr. Stuart Forster, Photographer, Journalist and Trainer for Intercultural Communication.

## **CITMIQM: INTEGRATED QUALITY MANAGEMENT OF (URBAN) TOURIST DESTINATIONS**

**Contents:**

Improving quality in a tourist destination is an essential requirement in satisfying tourists' needs, in enhancing the competitiveness of the tourism industry, and in ensuring balanced and sustainable tourism development. Quality exists only to the extent that a product or service meets the customer's requirements and expectations.

Total quality management systems are a common feature in the approach developed for specific tourist service providers (tour operators, travel agents, hotels, restaurants, etc.). However, as far as the tourist is concerned, the satisfaction derived from staying at a destination depends not only on experiences of specific tourist facilities, but also on more general factors, e.g. hospitality, safety and security, transport, natural and cultural environment. The tourists' perception of

a destination is the result of a large number of elements of the destination mix. The success of a destination in terms of the satisfaction of the tourist is therefore a function of several interdependent elements.

The actors (private and public sector) responsible for the quality of a specific element become more and more aware that cooperation to improve quality of the tourists holiday experience is essential. This underlines the need for strategic and integrated planning of tourist destinations, together with the selective use of specific tools and techniques to address integrated quality management of the destination.

In this seminar we apply the IQM approach on urban tourism destinations. People are taking more, but shorter, holidays and the general increase in mobility made urban destinations popular as tourist destination. By politicians tourism is seen as a cornerstone of a policy of urban development that combines a competitive supply with a positive contribution to urban development and the well-being of city residents.

**Goal:** To give students insight in the IQM approach for urban tourists destinations

**Working method:**

Lecture in which the theoretical framework of the IQM approach will be explained. Several case studies will be presented to illustrate the practical implementation. Group assignment based on fieldwork and the preparation of a final group case report.

**Study Load:**

1 ECTS-credit

**Lecturer: Geurt Drost**

## **CITMLAM: Landscape and Memory – Atrocities Tourism Management**

Tourism as part of leisure industry is open to development and innovation. In addition to traditional travel, varied forms of niche/special interest holidays have appeared. A new theme that is gaining popularity is dark tourism which embraces visiting places of massacre (grief tourism) or extremely poor regions of the world (poor tourism or poorism), disaster tourism, as well as memory tourism relying on historic events and military heritage in a broader meaning. Tourism is today a complex global phenomenon with political, economic, social, cultural, environmental and educational dimensions. Across all dimensions of tourism, varying contexts include issues of political instability, safety and violence. Discussions of violence in connection with tourism have mainly centered on the subsequent themes: political instability and tourism; ideas of safety and security and tourism; and links with crime.

The current colloquium addresses dark tourism as a new phenomenon, with a special focus on memory tourism and seeks to raise the awareness of the dark

tourism concept, issues and practices amongst tourism students, and to promote theoretical and practical interest towards this niche product through an intensive course.

This seminar seeks to develop discussions about tourism and political instability, war and tourism as intersecting agents of change in conflict regions, and how tourism and tourism practices legitimise social order that influences the creation of understanding of racial, gender, class and national identities and relationships.

After completion of the course, students can analyse the current state of dark tourism sites and offer practical solutions for developing and marketing dark tourism products.

## AIMS

Having completed this seminar, the student is expected:

- 1) students will have an understanding of the concept of dark tourism, its background and potential.
- 2) students will have exchanged information on memory tourism destinations and raised awareness of the motivation, expectations and attitudes of visitors towards dark tourism.
- 3) to have improved the understanding of the political tensions in international destinations where political instability/war and tourism, constitutes a evident part of tourism development
- 4) to have developed a self-reflective view on the ethical and existential dimensions of his attitude as a future tourism professional.

## ASSIGNMENT

Choose one of these concepts below

- Thanatourism
- Atrocities & places of pain
- Justice tourism: Reality?
- Political-oriented tourism
- Heritage that hurts
- Contested heritage
- Danger-zone tourism

Students may choose also other concepts in consultation with the lecturers, which are directly or indirectly related to this seminar memoryscapes

First, students need to look for literature **& articles** about the chosen concept, and secondly, need to develop a line of argumentation about it, in answering the following questions

- What is/are the hypothesis/es stated?
- What is/are the issues/arguments discussed?
- Which authors/scholars/researchers are reviewed or referred to?
- Which authors are being opposed to the discussion/counter arguments?

- Give a reflexive view about the concept
- What are the missing bites of information according to you

## LEARNING AND TEACHING METHODS

During this seminar week (week 45), there will be five lectures, in total:

Lecture one: Introduction lecture: Course outline, assignment explanation & Memory and Landscapes and potential workshop Students present their local/national dark tourism attraction, and analyse its present status

Lecture two: Palestine: Tourism & War: Tourism under occupation

Lecture three: Dark tourism: concepts, background and potential

Lecture four: Tourist motivations and perceptions of dark tourism

Lecture five: Senior Lecturer dr. Dorina Buda.

## ASSESSMENT

To determine the extent to which you have achieved the learning objectives stated, the final assessment consists of the following: A research paper 2000 words exclusive references.

## ASSESSMENT CRITERIA

- Gain insights into the relevant academic discussion
- Sophisticated assessment of the literature used related to the line of argumentations
- Balanced line of arguments, which pro/contra arguments
- Well-argued reflexivity of the own position

## INDICATIVE LITERATURE

- Ashworth, G. (2004). Tourism and the heritage of atrocity: managing the heritage of South African apartheid for entertainment, in T.V Singh (Ed.), *New Horizons in Tourism: Strange Experiences and Stranger Practices*, (pp. 95-108). Wallingford: CABI.
- Ashworth, G.J, R.Hartmann (eds) (2005). *Horror and Human Tragedy Revisited: the management of sites of atrocities for tourism*. New York: Cognizant.
- Biran, A., Poria, Y. and Oren, G. (2011). Sought experiences at (dark) heritage sites. *Annals of Tourism Research*, 38(3), 820-841.
- Butler, R. & W. Suntikul (2012). *Tourism and War*. London: Routledge.
- Foley, M. and Lennon, J. (1996). JFK and Dark Tourism: A Fascination with Assassination. *International Journal of Heritage Studies*, 2, 198-211.
  
- Isaac, R.K. and G. Ashworth (2012). Moving from pilgrimage to "Dark" tourism. Leveraging tourism in Palestine. *Tourism Culture & Communication* 11(3), 149-164.

- Isaac, R.K. and D. Hodge (2011) An Exploratory study: Justice Tourism in Controversial areas the case of Palestine. *Tourism Planning & Development*, 8(1), 101-108.
- Stone, P. R. and Sharpley, R. (2008). Consuming Dark Tourism: A Thanatological Perspective. *Annals of Tourism Research*, 35(2), 574-595.

**Lecturer: Rami Isaac**

## **CITMPST: PRODUCT MANAGEMENT FOR SUSTAINABLE TOURISM**

### **Background:**

This seminar focuses on how to make sustainable tourism actually work. It's nice to think about what local communities need, and develop tourism in the most remote places. But does it sell? Generally not.

Guido van Es runs a sustainable tourism company in Peru called RESPONSible Travel Peru and has probably made all these (and more) mistakes in the first five years of his business. But he also managed to grow his business into Peru's largest Community-Based Tourism company. The (right or wrong) choices of a business manager, a product manager, personnel manager and marketing manager will all make it into the spotlight during this course, although the focus is on sustainable products and their marketing. How to keep commercial tour operators or conventional tourists satisfied whilst reaching your sustainability objectives? How to market not-quite-standard tourism products? And how does a social company balance its social side against its commercial side?

During this seminar, we'll be using many real-life case studies, many of which in CBT, to create in-depth discussions and learning opportunities. We'll get into the details of online marketing and innovative cooperation models in order to generate larger tourism flows into the company. And we'll go through the different stages of product development with a continuous focus on marketing of sustainable tourism from the first step onwards.

### **Goal:**

Create understanding of sustainable tourism in practice, from a business point of view. How to balance business perspectives and maximum sustainability? The seminar aims to be hands-on and practical, but structured alongside known theoretical models.

### **Working method:**

The seminar offers a step-by-step introduction into sustainable tourism products, local issues and management and commercialization challenges. During the seminar Peruvian case studies will be presented to learn about the different challenges in product management for sustainable tourism.

We will try to define who the tourists we aim at are, what they want, how we can entice them to buy our products and how we should manage those products to keep our clients happy. Many things you have learned in previous classes (marketing issues, cultural differences, natural heritage management) will be re-

visited from a new point of view: the point of view of a Peruvian travel business specialized in commercializing sustainable tourism products! There will be three lectures to introduce all relevant issues to you. During these lectures you will also hear practical examples and there will be the opportunity to discuss some of the more controversial points. Later in the week you will write (alone or in couples) a “consultancy report” on how to improve marketing, sales, quality of experience and possibly other aspects of a selected case study discussed in-depth during the week. Your findings will be presented on Friday.

**Assessment:**

The student will be assessed on his/her team project and presentation. Active participation during the seminar is also highly regarded and attendance is considered a must.

**Study Load:** 1 ECTS-credit

**Lecturer:** Guido van Es

Ex-ITMC student Guido van Es has been involved in sustainable tourism development for many years. He has worked four years for NGO The Mountain Institute in the Peruvian Andes, and set up his business “RESPONS Sustainable Tourism Center” in January 2009, forming the missing link between the international tourism sector and local communities. During the past years, RESPONS changed its commercial name to “RESPONSible Travel Peru” and grew into Peru’s largest Community-Based Tourism platform. Guido has also worked for IUCN’s Tourism & Biodiversity Programme, and consulted on sustainable tourism development in several continents.

This seminar is especially recommended for participants in the sustainable tourism courses

## **CITMRTD: Re-thinking tourism destinations by design**

**Change?!**

The classic Fordist tourism consumers -passive and predictable buyers of mass-produced tourism products and services- are endangered. No matter how much businesses spend on marketing and advertising along tourism’s global production lines to conserve these heartfelt creatures, soon they will be extinct. And please don’t blame this on the economic crisis. Today’s travellers increasingly seek experiences they view as real, meaningful and valuable. They want to take part in the action as co-producers and co-owners of travel experiences. They stay shorter, travel more often, come from anywhere and generally have a different sense of belonging. Don’t believe those who claim this is just another hype in Western culture. It’s everywhere. We are between eras, and live in the age of the post-moderns. To meet rapidly changing consumer preferences, tourism enterprises have to understand, engage and innovate their modes of operation. The classic mass tourism production system is under pressure. Tourism destinations have to find new ways to create value in order to meet changing

consumer needs and be competitive both now and in the future. The key question in this seminar is how this can be done?

### **Your challenge in this seminar**

In this seminar you will work on a real-life consultancy assignment for a specific organization involved in destination development (hereafter: the commissioner). Your objective is to develop an innovative and engaging concept for this destination that enhances the travel experience of post-moderns. You will work in small groups on location in Breda. Lecturers will supervise your project work and facilitate two workshops that help you on your way. The seminar is concluded with a presentation for the commissioner.

### **Rethinking tourism destinations by design**

Changing times require new ways of thinking and doing business. Existing blueprints, frameworks and methods have failed to provide solutions to the major challenges of our time. Genuine innovation requires new ways of thinking, seeing, and conducting business. In this seminar, we will introduce you to service design thinking as a tool for social innovation. You will explore a range of creative methods that enhance collaborative innovation through the concept of *design thinking*, and apply these methods in a real-life setting.

### **Assessment:**

Group presentation including video

**Study Load:** 1 ECTS

### **Lecturer:**

Rob Simons

## **CITMTMED: TOURISM MICRO-ENTERPRISE DEVELOPMENT**

### **Background:**

In many countries with tourism potential, the persistence of structural unemployment and poverty are provoking instability and inequality, being one of the main risks for developing tourism destinations.

Tourism is claiming to be one of the motors of income and employment generation, and for this reason, many countries embrace tourism development as a possible way of economic development.

### **Objective:**

This seminar can be seen as complementary to the one on international economics and will provide students with more in depth knowledge on the relation between economic development, income distribution and employment and its effects on tourism development. The following subjects will pass:

- Theory of distribution of income

- The price of labour: wage determination
- Inequality and poverty
- Unemployment and inflation
- Causes of structural problems of underdevelopment
- Underemployment and informal markets
- Income through self employment/ micro-enterprises
- Tourism development, income generation, and labour markets

**Course method:**

A variety of teaching methods will be used. During general lectures of three hours the theoretical framework of the economic relations between tourism and economic development will be explained. Background reading will be made available to the students. The afternoon sessions will be used for literature study, individual and group assignments and the preparations of a final group case report.

**Assessment:**

Group (maximum two students) case report: 75%

Presentation of group report: 25%

In case of insufficient mark there will be the possibility of rewriting the report.

**Literature:** Reader

**Study Load:** 1 ECTS-credit

**Lecturer:** Jos van der Sterren

## **CITMTPA: INTERPRETATION AND PROTECTED AREA MANAGEMENT “TELLING THE STORY”**

**Background:**

Interpretation is crucial to make visitors understand what they see, to make them enjoy nature, culture and landscape. But interpretation also implies working with local people, communities and stakeholders. Partnership means to involve stakeholders and local communities actively in the decision making process on relevant management and planning issues.

This seminar will give an introduction to Interpretation and will investigate the use of interpretation as a tool in Protected Area Management and Sustainable Tourism. It will introduce practical experience from the UK, Netherlands, Eastern Europe and Central Asia. Students will get the opportunity to learn about real projects that are achieving direct benefits for rural communities. Interpretive Theory and Techniques will be explored and utilised to produce a practical output.

**Goals:**

For students interested in nature conservation, national parks and cultural heritage this seminar offers a unique possibility to work with an expert in the field.

Gavin Bell brings a diverse range of practical experience of sustainable tourism development and protected area management. He has worked at grassroots as a ranger and interpretation officer in the Peak District National Park in the UK and in recent years on a wider international scale with organisations such as UNDP, UNWTO, Caucasus Nature Fund, WWF and governments in both the Balkans and Central Asia.

Following a role as team leader on a major KfW protected areas and livelihoods project in southern Armenia, he is now working with UNWTO on the development of the Silk Road Programme, with JICA on tourism development in protected areas in India and on quality management in sustainable tourism in the UAE

Hands on experience, practical training and field work in the Biesbosch National Park will provide participants with practical tools and skills in the field of interpretation, visitor management, working with communities for sustainable tourism development. The approach is fully participative and requires students to unleash their creativity.

There is a maximum number of 30 students for this seminar; since the seminar is especially recommended for students specialising in Sustainable Tourism those students will have priority.

**Working method:**

Learning methods will involve a mixture of presentations, discussion, practical visits and exercises. A full day field visit will be made to the Biesbosch National Park. Assessment will be by a short written report and a practical creative and competitive group work exercise delivered at the end of the seminar. The seminar will be in English and will require full-time attendance. There is a small charge of approximately €20 to cover the cost of the field visit.

Provisional Programme

Day 1. Introduction to Interpretation and Its role in Protected Area Management/ Insights into community based tourism from Eastern Europe and Central Asia

Day 2. Interpretive Planning – a tool kit: Introduction to field visit and assessment.

Day 3 Biesbosch National Park - Field Visit and research for assessment exercise

We will visit the Biesbosch Visitor Centre at Drimmelen, explore the interpretive display and learn more about the process that led to its development. Experience of 'face to face' interpretive techniques will be provided by staff of StaatsBosbeheer. *Note – the field trip to the Biesbosch will take place regardless of the weather and participants are recommended to have suitable footwear and waterproof clothing. You have been warned!*

Day 4. Development of Practical Assessment material – supported group work

Day 5. Presentations: Groups will submit their presentations for staff and peer evaluation.

**Suggested background reading:**

Tilden F (1957) *Interpreting our Heritage* – University of North Carolina Press  
Veverka JA (1994) *Interpretive Master Planning* – Falcon Press  
Ham S (1992) *Environmental Interpretation : A Practical Guide for People with Big Ideas and Small Budgets* – North American Press

**Related internet resources:**

<http://www.heritage-interpretation.org.uk/>  
<http://www.scotinterpnet.org.uk/interpret.htm>  
<http://www.interpnet.com/>

**Study load:**

1 ECTS

**Lecturer:**

Gavin Bell

## **CITMTPO: TOURISM POLICY AND ORGANISATION**

The focus of this seminar will be on the tourist destination and it will seek to provide the students with an understanding of how the policy and organisational arrangements influence the operation of the destination. It will provide an international perspective with examples drawn from the UK and from other parts of the world and it will provide opportunities for the students to develop their own insights and critiques.

The aim is to provide the students with the theoretical background to tourism policy and organisations and to provide them with an opportunity to assess the policy and organisational arrangements for tourism in a range of different destinations. For the theoretical part the seminar will position tourism policy within the context of government and broader public policies and will position the organisations in the context of stakeholders in the tourist destination. It will identify “tourism organisations” (tourist boards, tourist authorities etc) as unique bodies of key importance in understanding tourism at the destination and it will explore their roles and operation. With this theoretical background the students will be in a position to explore the policy and organisational arrangements for tourism in a number of different destinations both to understand the context in which the policy and organisational arrangements have developed and to consider their strengths and weaknesses.

Much of the focus will be on the national level. It is here that the policy and organisational arrangements are often most clearly in operation. But attention will also be given to other levels (regional and local) and consideration will be given to international organisations.

Ultimately an understanding of policy and organisation is important both to understand the context in which development takes place at the destination. But also policy and organisation gives the background to the multi-faceted nature of tourism in modern societies.

### PROGRAMME

DAY	ACTIVITY
1	Introductions
	Lecture 1 – Tourism Policy and Development
	Class exercise with DVDs – Developing Tourism Policies
2	Lecture 2 – Tourism in the Government Structure
	Lecture 3 - Stakeholders and their Organisations
3	Lecture 4 – Nature and Role of Tourist Boards
	Lecture 5 – Tourism Organisation at the International level
4	Group Exercises – Tourism Policy and Organisation in Specific Countries, analysis, commentary and critique based on case studies

### READING

- Lennon JJ, Smith H, Cockerell N and Trew J (2006) *Benchmarking National Tourism Organisations and Agencies*, Oxford: Elsevier.
- Dredge D and Jenkins J (2007) *Tourism Policy and Planning*, Australia: Wiley.
- Pearce DG (1992) *Tourist Organisations*, Harlow: Longman.
- Hall CM (1996) *Tourism and Politics*, Chichester: Wiley.

**Study load:** 1 ECTS

**Lecturer:** Prof. David Airey, University of Surrey

### CITMTWR: TRAVEL WRITING

#### Content:

How we paint *word* pictures that captivate readers? How do you make readers smell the salty air wafting from the Caribbean Sea, feel the scorching Saharan Desert heat, and taste the piquant fish stew from Portugal? Travel writing is one the most desirable professions and with the tourism business already worth hundreds of millions of dollars a year coupled with the explosion in use of the internet as an information source, this has created a huge glamour for quality writing. If you have a zest to write, a yen to travel, and want to learn how to make it a reality, then this course is made for you. So pack your sense of adventure, organize your determination and put your keyboard in a comfortable position. Learn how you can "platform" your media trip in radio, TV and web. Learn from National Geographic writer Bernice Notenboom how to find a saleable angle for a story, select tour companies, fact checking, and your responsibilities as a writer Learn and practice how to pitch stories editors like, what are the quintessential qualities you need to be successful as a travel writer,

how to enjoy travel while you work and work while you travel, tips for finding and focusing your story, bugle down to the art and craft of travel writing, examine the tools of the trade and how to get published. In this seminar -guided by multi-media examples- you hone your writing skills in a short 1000-word piece that will be critiqued by your aspiring classmate editors.

### **Goals:**

students will write a pitch and it will be critiqued in class

- students will write a 1000 word travel essay at the end of the class.

### **Issues:**

- how to pitch a story to the editors: introduction, structure, language, etc. the perfect pitch and the RULES, email versus letter pitches, first time pitches, writers block research your story
- how to get the best buck out of your trip: arrangements, travel itineraries
- writing about sensitive areas and your responsibility
- fact checking: know what to check
- practice writing a pitch which we will critique in the classroom

### **The works:**

1. The piece:
2. The Structure of a story
3. The lead
4. The middle and the end
5. Good travel writing versus bad travel writing
6. Elements of the structure; building blocks, dialogue, bringing your story to life, voice, avoiding clichés, passing, language, etc.
7. a deep analysis of how to build a story from beginning to end

### **Writing situations:**

- Online writing:
- Writing for the web:
- Difference between web and print
- Styles for the web
- Research on the web for excellent writing
- Practice a 50 word piece for the web
- TRAVEL BOOKS AND GUIDE BOOKS
- research and ideas for writing guide books
- working with publishers
- the market for guides books
- PLATFORM MARKETING
- marketing your piece in different media
- kill –fees and spreading your work
- RADIO DOCUMENTARIES

- writing and recording simultaneously and leverage it
- the ingredients of a good radio travel piece
- interview techniques
- editing a story
- market your radio piece
- compose a one minute radio piece
- The exact time frame may differ for each component but the course will be split between writing, radio and marketing, research and possibly dvd recording.

**Study load:** 1 ECTS

**Lecturer:** Stuart Forster

## **CITMWWV: WORKING DIGITALLY WITH VISUALS**

**Content:** Seminar participants will discover and practice with a variety of templates and formats for displaying visual material digitally. Students will also experiment with ways of working with visual material using software such as photoshop. Furthermore students will explore virtual environments and augmented reality.

**Objectives:** The aim of the seminar is to introduce students to the possibilities of publishing and working with visual material online. It also aims to familiarize students with some of the possibilities of working with and exploring virtual and augmented reality.

**Methods:** Lectures and practical workshops.

**Assessment:** Portfolio presentation and class discussion at the end of the seminar.

**Study Material:** Video tutorials and reading will be recommended at the beginning of the seminar.

**Study Load:** 1 ECTS

**Lecturer:** Paul Buchanan