



CAMPMASTER

European Curriculum in Sustainable Outdoor Hospitality Management

2020-1-HR01-KA203-077806

IO 2 Curriculum Handbook

Document information	
Title of Deliverable	Curriculum Handbook
Date of Delivery	November 15, 2021
Final version date	December 2021
Compliance with accreditation	June 8, 2022
Author(s)	Jos van der Sterren, Corné Kops, Herman Jan Meijers
Contributor(s)	FTHM, LEADING, KUH, CAG, UDG
Reviewer(s)	Ward Wijngaert, Ariadna Gassiot, prof.dr. Tea Golja
Approved by	BUas, UNIRI FTHM, UdG





Contents

1 Introduction	4
2 Programme Philosophy, Objectives	5
2.1. Introduction	5
2.2. Programme Philosophy and programme objectives	5
2.3. Positioning	6
2.4. Intended Learning Outcomes	9
3 Programme Structure	12
3.1. Educational vision	12
3.2. Programme structure	12
Semester 1 (Breda): Context of Tourism and Camping Industry	16
Semester 2 (Opatija): Business Operations and Management in Outdoor Hospitality	17
Semester 3 (Girona): Critical Analysis, Strategic Thinking and Planning	19
Semester 4 (all locations): Applied Research and Management Solutions	21
4 Intake and Selection Process of Master in Outdoor Hospitality Management	27
5 University Learning Environment: Three International locations	30
5.1. Breda University of Applied Sciences	30
5.2. University of Rijeka, FHTM	31
5.3. Universitat de Girona	32
6 Quality Assurance	34
6.1. Breda University of Applied Sciences	34
6.2. University of Rijeka, FHTM	37
6.3. Universitat de Girona	39
Annexes	42
Annex 1: CV of Staff	42
Breda University of Applied Sciences	42
University of Rijeka	99
Universitat de Girona	109
Annex 2: Module Descriptions	175
Semester 1 Breda	176
Semester 2 Opatija	198





Semester 3 Girona	215
Semester 4 Worldwide	246





1 Introduction

This document is the so-called Intellectual Output 2 (IO2) of the CAMPMASTER's project. As stated in the project's proposal, this aims to define the Curriculum Handbook and module description of the future Master's Program on Sustainable Outdoor Hospitality Management (SOHM). This Handbook includes all relevant information for the accreditation process of the Master Degree Programme in the three locations of implementation. The content is based on the results of Intellectual output 1 (IO1) in this project. It is thus taking all input from main groups of interest (i.e. industry, policy-makers, students, etc.) and framework for competencies, knowledge and skills of a camping resort manager is provided. The following activities are part of the IO2:

- O2.A1 To establish courses and teaching staff that each university will be responsible for, in accordance with IO1 (intended master programme learning outcomes and defined modules)
- O2.A2 To define a minimum of 15 syllabus courses with main elements: university teacher, course learning outcomes, content, competences (generic and specific), teaching hours, ECTS, teaching and assessment methods, quality control methods, literature list.
- O2.A3 To establish common methodology for curriculum implementation and develop guidelines for the work placement, instructions for of the mentoring for mentors and final thesis rules and procedures.
- O2.A4 To produce the final version of a complete set of 15 syllabi and to conduct the constructive alignment between assessment and learning outcomes at the course level and intended programme learning outcomes level.
- O2.A5 To review the complete curriculum by two anonymous reviewers from European universities and camping association partners.
- O2.A6 to produce the revised CAMPMASTER curriculum with reviewer's comments taken into account.

As part of IO2, the „Learning Week,, will be organized, as C1 activity:

- C1 To train university teachers in order to enhance teaching competencies and implement the process of learning community in the new study programme (a detailed description is provided under the section Learning activities).

Deliverables:

- Manual on “how to draft a syllabus” and template with description of all elements;
- Complete curriculum with a minimum 15 course syllabi;
- Guidelines for traineeship (semester 4), mentoring and final thesis;





- 2 reviews of the curriculum.

This document will present the full curriculum, vision on learning, and in the annexes the module descriptions and CVs of staff are included.

2 Programme Philosophy, Objectives

2.1. Introduction

The Camping Industry in Europe is a strong contributor to growth, sustainable development and employment. Some 15% of all tourist nights spent in collective accommodation establishments were spent on campsites, this corresponds to an estimated 400 million nights. The industry generates stable employment in many countries and has proven to be resilient against key external shocks such as the Covid-19 pandemic. At the same time, management of outdoor hospitality has become increasingly complex. Whereas demand for these tourism accommodations grows fast, the size and complexity of management and corporate governance of large outdoor hospitality has become an issue of concern. The potential of this segment of the tourism industry to contribute to economic and social welfare of destinations has not been exploited. In recent years, many family-owned Small and Medium Sized Outdoor hospitality have been sold to larger corporates, which has made governance and management even more complex. There is a need for highly qualified professionals to manage these complex businesses, and also in relation to their context, the tourism destination that they are part of.

For the above reasons, three Universities have decided to come together and design a specialized master programme that focuses on the management of outdoor hospitality. The master in Sustainable Outdoor Hospitality Management (SOHM) offers students the opportunity to study at 3 top University locations in Europe: BUas, in the Netherlands; University of Rijeka (UNIRI), especially the Faculty of Tourism and Hospitality Management FTHM, in Croatia; and the Faculty of Tourism at UdG, University of Girona, in Catalonia (Spain).

2.2. Programme Philosophy and programme objectives

The Master in Sustainable Outdoor Hospitality Management is distinctive, interdisciplinary, and draws on a wide range of base disciplines from "hard to soft" sciences. Outdoor Hospitality refers to the complexity of design, development and management of outdoor hospitality accommodation concepts, such as campsite resorts, attractions – themeparks. It is concerned with intervention and action to achieve stakeholder objectives. The study of outdoor hospitality at graduate level requires an integrative approach that blends human behavior with analytic approaches to solving complex problems and implementing appropriate solutions through and with people. Finally, the subject must be treated from an international perspective to ensure relevance in today's





global economy.

A Camping Resort and other outdoor hospitality businesses are part of a tourism destination. Studying larger corporate businesses enables students to develop all relevant skills as a manager, these include more contextual and analytical skills, but also strategic management skills such as marketing, planning and spatial design, sustainable resource management, project management, HR and financial management.

This Master programme aims to produce graduates for positions at strategic level in management and consultancy for the private camping industry, as well as the public sector engaged in tourist destination and camping governance issues. Therefore, the program enables the students at a Master's level to develop the ability, knowledge and analytical skills in different international situations:

- to analyze and clarify the interdependency and complexity of the camping and outdoor hospitality industry as a subsector of tourism;
- to analyze, evaluate and strategically appraise the importance of the external environment and context for outdoor hospitality;
- to cooperate, work and communicate effectively with people with different cultural, social, educational and business-like backgrounds;
- to respond effectively to strategic and management issues of particular stakeholders;
- to apply these skills and capabilities in any international setting;

The Master programme is constructed of four logically successive phases, gradually raising the integration of theory and practice to a higher level, which measures up to the above-mentioned objectives. The programme provides students with the relevant theoretical input, to apply this knowledge into practice within the camping resort industry. It is considered crucial that students practice and apply their acquired knowledge and skills in real life situations, preferably in one or more real tourism destinations. Therefore, after a theoretical semester in Breda, students will travel to two other European locations, to experience the context and complexity of Outdoor hospitality and Outdoor Hospitality Management in real life. This master programme will enable future graduates to study in an international setting, together with students from all over the world with many diverse backgrounds. The programme makes these differences in cultural and international backgrounds explicit at an early stage of the programme and allows students to develop *international and intercultural management skills*. In this way, explicit cultural and international differences are used as a valuable and unique source of information. Finishing this programme, the experience of working and studying with people with very different international backgrounds will be combined with the experience of studying and working in at least three different international locations.

2.3. Positioning

The Master Course in Sustainable Outdoor Hospitality Management offers professional candidates a deeper theoretical insight in issues of design and development of camping areas. It enables future professionals to



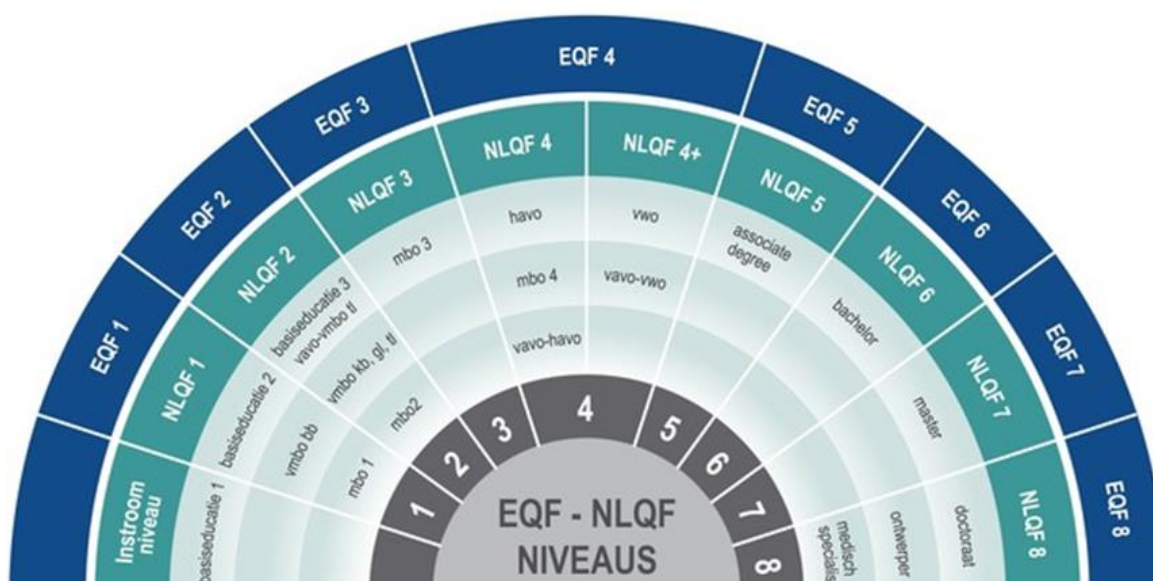


develop analytical, proactive and problem-solving attitudes and skills towards these issues. Next to this, students develop knowledge and skills required to design and implement professional advice, as well as academic research in an international learning environment during the field research project. Further, expertise to innovate, participate and lead processes of collaboration, negotiation and change in Outdoor Hospitality, are built and strengthened through this programme. Thus, this focus translates into three interrelated approaches applied to education and research:

- > **Contextual** Approach: the camping resort reality is defined as a context, enabling staff and students to incorporate all relevant academic elements and their complexities.
- > **Stakeholder** Approach: the programme enables students to analyse tourism complexities from a stakeholder approach, the way in which outdoor hospitality are embedded in an international tourism environment and networks at local, regional and global level.
- > **Transdisciplinary** Approach: Sustainable Outdoor Hospitality Management is seen as a specialization of destination management which is a transdisciplinary field of academic research and education.

The programme searches for the right balance between building a sound theoretical framework, an applied research project and academic rigour through an individual thesis. When looking at what the labour market demands, we are convinced that tourism destination managers need to be capable of doing both. The qualification level EQF7 links to the various national level qualification standards as follows:

A. The Netherlands





B. Spain

Spanish Qualifications Framework for Higher Education			European Qualifications Framework
LEVELS	QUALIFICATIONS		LEVELS
1	Advanced Technician	Vocational Training Advanced Technician Plastic Arts and Design Advanced Technician Sports Education Advanced Technician	Level 5
2	Bachelor	Bachelor's Degree Advanced Certificate in Advanced Artistic Education	Level 6
3	Master's	Master's Degree Master's Degree in Artistic Education Bachelor's Degree of at least 300 ECTS credits including at least 60 ECTS credits at Master's level, which has obtained this level of qualification by resolution of the Council of Universities	Level 7
4	PhD	Doctoral Degree	Level 8

C. Croatia

CROQF LEVEL	TYPE OF STUDY PROGRAMME	KNOWLEDGE
8	Postgraduate research master programme Postgraduate university (doctoral) study programme	Creating and evaluating new facts, concepts, procedures, principles and theories in a field of research that extends the frontier of knowledge.
7	University graduate study programmes Specialist graduate study programmes Postgraduate specialist study programmes	Evaluating highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research, and integrating knowledge from different fields.
6	University undergraduate study programmes Professional undergraduate study programmes	Evaluating specialised facts, concepts, procedures, principles and theories in a field of work and/or study, including their critical comprehension.





CroQF descriptors

Croatian Qualifications Framework (CroQF) – instrument that defines the entire system of qualifications on all educational levels in Croatia through standards of qualifications that are based on learning outcomes and aligned with the needs of the labour market, individuals and the society. Croatian Qualifications Framework Act prescribes level descriptors of learning outcomes for all levels of study. The obtained higher education qualifications correspond to CroQF levels as follows:

2.4. Intended Learning Outcomes

The stakeholder and industry research that was conducted for this programme revealed that, in terms of *knowledge* items, the industry gives a crucial importance to Human Resources Management and Sustainable Management. These are also the main need areas identified, as they have the widest gaps if we compare the current knowledge in the sector and the future needs. Specifically, marketing, guest relations and sales knowledge are highlighted, as well as other issues like financial management, IT, legal management, strategic management and design and urban planning. A future camping resort manager will need a wide range of knowledge to be prepared to enter and work in the market. In terms of *skills*, stakeholders have indicated the following skills to be enhanced: problem-solving, decision-making, leadership, responsibility, communication skills, teamwork and adaptability and flexibility. These are transversal skills that need to be addressed in the future master's program. In terms of *modules*, most relevant are: case studies, field trips, internships, problem-based learning, guest lectures and discussions. These are practical learning methodologies. This means that traditional and passive learning methodologies need to be avoided and students need active involvement in the learning process. This is especially important in a growing and increasingly large-scale operating industry like the camping sector.

The master's programme is oriented towards achieving the generic qualifications at EQF level 7. Additionally, we are following the orientation of the Dutch Association of Universities of Applied Sciences that has developed a generic standard for professional master's qualifications based on the EQF framework (app. 9.b). In this framework, the exit qualifications of a professional master's graduate differentiate themselves through the following pillars:

- **Mastery**, this expresses professional development, the capacity to learn and to show ethical and moral conduct.
- **Investigative capacity**, this sets out how the investigative capacity enables the master's professional to operate in professional practice and achieve change in this environment.
- **Interprofessional acting**, underwrites the importance of acting from a broad perspective and collaboration in a multidisciplinary network, as precondition for a successful professional.





- **Impact**, describes the goal of the professional interventions of the master's professional. While researching and solving complex applied issues from professional practice, the master's professional will achieve results that are impactful in the professional domain.

From all these analyses, 16 learning outcomes of the master program on Sustainable Outdoor Hospitality Management have been defined. These are divided into the following four groups of study outcomes: Knowledge and understanding, Intellectual Skills, Practical Skills and Transferable Skills.

A. Subject knowledge and understanding	
	<i>A Student will be able to demonstrate:</i>
1	advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future;
2	a proactive, research-informed and reflective approach to destination management issues.
3	a comprehensive integration of theories in complex practical situations.
4	knowledge and understanding of stakeholders, organizations, and how their business functions and processes are managed.
B. Intellectual Skills	
	<i>A Student will be able to demonstrate:</i>
5	critically assess aspects and implications of international tourism environments
6	integrate and synthesize evidence from a range of sources to support findings, proposed solutions and suggested interventions
7	successfully explore international and intercultural contexts of a destination and its actors, and apply this knowledge into strategies for tourism management.
8	respond to strategic issues by making decisions in complex and unpredictable situations.
C. Practical Skills	
	<i>A Student will be able to demonstrate:</i>
9	demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment;
10	conduct research into tourism issues, either individually or as part of a team;
11	use appropriate skills to communicate effectively in academic and professional situations;
12	prepare and present academic and professional reports.
D. Transferable Skills	
	<i>A Student will be able to demonstrate:</i>
13	demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas;
14	develop and reinforce attitudes and skills for lifelong learning in changing and complex environments;





15	deploy a range of interpersonal skills including effective listening, negotiating, persuasions and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments;
16	manage their own motivation, tasks and ambitions in entrepreneurial, innovative and professionally appropriate ways





3 Programme Structure

3.1. Educational vision

The three participating Universities have decided to embrace the educational concept that is based on 'international learning communities', as developed by BUas. Rather than 'receiving' education in the traditional manner, students design and direct their own plan of study. Lecturers are professional experts that act as role models, rather than being tutors who tell students what to do.

Because of its specific focus of the programme on local practices, contexts and stakeholder involvement in outdoor hospitality, there is a special need to include local, insider perspectives in education and research. In another (tourism business) environment, it is important to first understand local stakeholders and their perspectives.

The building of this international learning community will be developed through *design thinking* techniques. Design thinking will be applied in combination with a so-called *international classroom*, where we allow physical as well as online interaction in teaching and research. The mix of students – as well as lecturers - from diverse international as well as professional backgrounds, allows us to utilise this rich mix in the dynamics of interaction between all participants. A crucial point of attention in the programme is to deliberately break through the dominant, often stereotypical evidences of everyday life. This is done by changing perspectives all the time in discussions and through critical self-reflection on assignments, research and papers. The design of this approach is not to be a blueprint. On the contrary, a contextual approach always has room to adapt to up-to-date information that comes from the contexts in which one (read: the student or researcher) operates.

3.2. Programme structure

The programme consists of 120 ECTS credits, divided into four semesters, that all include different modules, comprising of one or more study units, spread across the duration of the program. These study modules are designed in a way that students gain theoretical knowledge, performance and leadership skills, and experience in applied research. Each semester of the two years is dedicated to a specific focus of the Camping Resort Market and the context in which they develop and as shown in the graph below:

Semester 1:	Breda, Netherlands:	Context of Tourism and Outdoor Hospitality
Semester 2:	Opatija, Croatia:	Business Operations and Management
Semester 3:	Girona, Catalonia:	Critical Analysis, Strategic Thinking and Planning
Semester 4:	Multiple locations:	Applied Research and Management Solutions





The Master programme starts with a Semester in the Netherlands (Breda and small field excursions), which we refer to as: Context of Tourism and Outdoor Hospitality. The first semester consists of different study modules that are brought through classroom lectures, workshops, field trips and guest lectures. Students will attend weekly classes, compulsory, on these study modules.

In the second part: Business Operations and Management, starting in February, students will travel to the seaside resort of Opatija, Croatia. This area is one of the most developed outdoor hospitality concepts in Europe. During this semester students will receive education at the campus of partner University of Rijeka. The study units apply to management of outdoor hospitality concepts and businesses, and will include fieldtrips, assignments and an integrated project for a Camping Resort commissioner.

In the second year, as of September, students will move to Girona, Catalonia. The key focus of that semester is: Critical analysis, strategic thinking and planning. Students deepen critical thinking about sustainable camping strategies.

The last semester: Applied Research and Management Solutions, is focusing on a real professional **transformation** of the master candidate. The first part of this process is a thesis writing, during the first 3 months of the last semester. Students write an individual thesis on a relevant and innovative topic related to sustainability issues in outdoor hospitality management.

After thesis submission students travel to one of the countries with partnering industry actors in Europe. They will work during 4 months as a trainee in a company. In combination with their traineeship (75%), they work as a team of junior researchers (25% of time) on a group destination assignment.

The combined (individual) work of thesis, traineeship and group work is a true professional transformation process for the master. The table presents an overall overview of all modules of the SOHM programme. In the next paragraphs, each of the semesters will be further detailed.





CAMPMASTER
EUROPEAN
CURRICULUM

Co-funded by the
Erasmus+ Programme
of the European Union





		ECTS	MODULE	Assessed by
Semester 1 30 ECTS	Context of Tourism and Outdoor Hospitality	6	Contemporary Marketing, Context and Trends	BUas
		6	Destination Stakeholder Management	BUas
		6	Dest. Dev. Finance & Organisation	BUas
		2	Team Performance & Creative Leadership	BUas
		4	Cross Cultural Studies	BUas
		6	Qualitative Research Process Methods	BUas
Semester 2 30 ECTS	Business operations and management	3	Financial Reporting	FHTM
		9	Sustainable Management and Investments in Outdoor Hospitality	FHTM
		6	Customer relationship and Sales Management	FHTM
		9	Management and Operations	FHTM
		3	Outdoor Hospitality Innovation	FHTM
Semester 3 30 ECTS	Critical analysis, strategic thinking and planning	3	Destination Economic Management	UdG
		3	Sustainable Development of Tourism	UdG
		3	Quantitative Research Methods	UdG
		3	Tourism Science and Research	UdG
		3	Management Skills	UdG
		3	Revenue and Yield Management	UdG
		3	Experience Design	UdG
		3	Strategic Management	UdG
		3	Food and Beverage Management	UdG
		3	Financial Management of Tourism Products	UdG
Semester 4 18 ECTS	Applied Research	12	Personal Transformation Project: Traineeship	BUas/ FHTM
		6	Destination Transformation Project: Group assignment	BUas/ FHTM





Semester 4 12 ECTS		12	Master Thesis	BUas/ FHTM/ UdG
-----------------------	--	----	---------------	--------------------

Semester 1 (Breda): Context of Tourism and Outdoor Hospitality

The first semester of the Master Camping and Outdoor Hospitality Management will be delivered in Breda, the Netherlands at the campus of Breda University of Applied Sciences. During this first semester, students will be part of the master programme Tourism Destination Management, of which MASOHRM is a specialization. During this semester students will gain theoretical knowledge and develop professional, research and cross-cultural skills. A multi-disciplinary approach is applied throughout the 5 theoretical and academic modules. Case studies will be presented and international guest lecturers invited. Students will also be able to efficiently analyze strategic management situations and assess the available potential for future tourism developments within international outdoor hospitality and tourism destinations. Students will interact on a daily basis with lecturers and participate in presentations with tourism experts from international organizations and universities.

Students start in the first week of September, the semester consists of 22 weeks, of which 2 weeks' account for Christmas & New Year's vacation. The main subjects are presented as taught courses, with (guest) lectures, workshops, classes, seminars and a lot of opportunities to work on their own.

Contemporary Marketing, Context and Trends (6 ECTS)

This course aims to develop an understanding of the principles of Context, Trends and Marketing so as to establish a framework to comprehend and assess global business development and marketing strategies. Specifically, the aim of the unit is to examine destination branding and international marketing across cultures, marketing programs, strategies and communication. Practice-based assessment represents a core element of this unit.

Destination Stakeholders Management (6 ECTS)

Tourism Camping and Outdoor Hospitality Management and tourism development are characterized by interactions between a variety of stakeholders and interests. Various stakeholders involved in any development need to be able to identify the other stakeholders involved (not as easy a task as it might first appear) and identify their salience. Tourism stakeholder management models and governance theory provide a starting point for this process. Furthermore, each tourism destination is embedded in a specific governance





context that is the result of various political and socio-political processes, in which public and private (tourism) stakeholders interact.

Cross Cultural Studies (4 ECTS)

This course draws together the contextual topics students need as preparation for field research projects, their thesis research and future career – where the capacity to empathize with local perspectives is often important for success. Cross Cultural Studies proceeds from the idea that many relevant insights in the study object, in this case tourism, are to be found in unwritten documents, and, therefore, we look for themes that are relevant or can play a role in the lives of people who reside or work in and relate to outdoor hospitality. These are called contextual themes, since they are part of the bigger stream of developments.

Qualitative Research Processes and Methods (6 ECTS)

Context Related Research elaborates on various quantitative and qualitative methods for collecting and analysing information about tourism.

Destination Development Finance and Organisations (6 ECTS)

One of the objectives of tourism is to contribute to the responsible and sustainable economic growth of a destination/ geographical region. This module discusses how economic impacts can be achieved and measured. This involves three components: regional economic impact analysis (output, added value, employment); financing of tourism / capital flows, (financial) yield analysis; analysis, development and management of tourism projects.

Team Performance and Creative Leadership (2 ECTS)

Professionals should develop skills to operate in a rapidly changing society with complex social structures. Students are challenged in this module to search for new forms of personal leadership, professional skills in the field of cooperation within culturally diverse teams, interpersonal dialogue and creative leadership. Group dynamics, self-management and reflection are important elements.

Semester 2 (Opatija): Business Operations and Management

The second semester of the Master programme is developed in Croatia, under guidance and leadership of the Faculty of tourism and hospitality management Opatija, which is part of the University of Rijeka. This semester is called: Business operations and management.





During this Semester students will gain theoretical but mostly practical knowledge about business operations of camping and outdoor hospitality management. Multi-disciplinary approach will be applied. In all modules case studies from camping industry will be presented.

International experts will be invited as guest speakers to share their recent experience in order to keep students aware about the trends and practical demands from the industry and market.

The Semester consist of 18 Weeks, including one (1) week Eastern holidays and one (1) week for Final Exams. In the rest of 16 weeks there are 5 Field trips planned in best campsite in the Region. Each Field trip is thematic and will be dedicated to different practical knowledge and skills such as: 1st Field trip is dedicated to camping management and management of different department in campsite. Second Field trip is focused on types of accommodation such as pitches and mobile homes. Third Field trip is dedicated to Sales and will focus on practical examples of direct Sales such as reservations and call centre. Fourth and fifth Field trip will be focused on sustainability in outdoor hospitality such as energy efficiency systems, waste treatments, Zero emissions etc.

The last week is called Field work and means that the students will spend whole week in the campsite with accommodation in mobile homes or glamping tents and experienced work and live on the spot. Each day in field work will be focused on different practical issues of camping operation. Students will shadow each day different departmental managers in the daily operations.

The main modules are summarized as follows:

Management and Operations (9 ECTS)

The content of this topic is based on understanding and ability to implement knowledge of camping management through theoretical knowledge and case examples. Through 2 Field trips and field work with living in a campsite students will get practical experience in campsite management and operations. The main goal of the course is to deliver advanced theoretical and practical knowledge and understanding of management and operations in sustainable outdoor hospitality.

Customer relationship and Sales Management 6 ECTS)

The course objective is to introduce students with sales planning, client segmentation, positioning, budgeting, contracting, analysing, reporting and organisation. Also students will be trained in using different sales channels including , different camping tour-operators, direct sales.

Students will learn tools and digital activities, will understand omni channel communication and use of social media tools in camping sales. They will be introduced to European camping sales players.

Sustainable management in Outdoor Hospitality (9 ECTS)





The course objective is to understand economic, social, environmental and technological dimensions of sustainable development in a outdoor hospitality. Students will be acquainted with all the necessary activities that need to be implemented in sustainable management in the camping industry. Students will also acquire basic knowledge on how to manage a modern camp in a sustainable way.

Financial reporting (3 ECTS)

The course content is focused on management accounting tools that are used in internal reporting systems organization and in internal reports construction. Numerous case studies are used that enable students to gain knowledge about the limitations of current practices and the possibilities of system enhancements.

Outdoor Hospitality Innovation (3 ECTS)

This module's goal is for students to be able to describe, a part of, the operational management of an existing campsite organisation, to analyse it and to get to an advice on optimising these processes based on the analysis. The strategic orientation and the structure and culture of the organisation is the starting point. It is an integrated module where the following elements of other modules should be treated: Guest satisfaction, Productivity and operational management, Sustainability. Also, during this course, students will work on a **topic proposal for thesis** and they have to spend some time to find a **traineeship location** (semester 4).

Semester 3 (Girona):

Critical Analysis, Strategic Thinking and Planning

The third semester of the Master programme is developed in Girona, under guidance and leadership of the University of Girona. This semester will focus on critical thinking and careful planning of tourism destinations and outdoor hospitality and campsites.

The third semester of the Master's programme is developed in Girona, under guidance and leadership of the University of Girona. Some of the modules are integrated in the Master's in Tourism Management and Planning, where Campsites Management is a specialization.

This semester will focus on critical thinking and careful planning of tourism destinations and campsites. It is called Critical Analysis, Strategic Thinking and Planning. Students will learn how to apply the theoretical knowledge and the wide range of skills that they have acquired in the previous semesters. This semester consists in 10 modules that cover a wide range of topics and frameworks with the aim of acquiring these critical and strategic skills. Lectures, seminars, field trips, etc. will be implemented to achieve these goals. Active learning opportunities will be provided in order to autonomously interact with lecturers, guest lecturers, professionals, etc. This semester consists of approximately 15 weeks. The list of these 10 modules is summarized as follows:





Sustainable Development of Tourism (3 ECTS)

This module includes the following topics: sustainability criteria applied to tourism planning; design of sustainable tourism indicators; development and monitoring of sustainable tourism projects and programs; and environmental management instruments for the tourism sector.

Financial Management of Tourism Products (3 ECTS)

The main aims of this module are: to understand official accounting data that businesses publish; to understand financial and economic management techniques in order to exploit private and public organizations; to understand economic, wealth and financial indicators in an organization; to understand diagnostic methods about the economic, wealth and financial situation of tourism organizations; to understand the database SABI (Sistema de Análisis de Balances Ibérico); to know how to use data collection and analysis systems; to be aware of the importance of financial and economic management to evaluate profitability and survival possibilities of a company; to know how to identify improvement policies for economic and financial management of a company; to understand the evolution of the economic results obtained by an organization and know how to evaluate their causes.

Quantitative Research Methods (3 ECTS)

This subject will focus on the analysis and use of different information sources. In addition, the step of information collection will be addressed and Statistical techniques of analysis will be presented and used.

Tourism Science and Research (3 ECTS)

The aim of this course is to provide an overview of research on tourism, focusing on various disciplines related to tourism paying special attention to the main authors' contributions to the study of tourism. Additionally, conceptual and methodological tools are provided in order to develop research projects in tourism. It is also proposed a first approach to the master thesis.

Destination Economic Management (3 ECTS)

Destination Economic Management module aims to give students a view of different taxes, fees and prices as modular tools of the tourism activity. Effective provision and financing of public tourism resources and attractions will be addressed, too.

Management Skills (3 ECTS)

The objective of the subject is to provide students with the knowledge and the tools to undertake direction and management actions, in the framework of human resources. It starts with the idea of a company/destination as an organisation, and then the basic elements of the human resources management





are analysed. Afterwards, the relationship between the company and people is analysed. The management skills can be classified into two groups or categories: the individual dimension of the management skills; and the collective dimension of the management skills.

Revenue and Yield Management (3 ECTS)

This module includes the knowledge on segmentation, dynamic pricing, and channel management for the lodging industry, understanding a practical approach to Revenue and Yield Management systems, both from the point of view of business models and technological schemes.

Experience Design (3 ECTS)

If we consider experience theory and experience design, it may be framed under the value creation in society. Experience design focuses on more than traditional product creation and itinerary planning models. Value creation is based on participation by the tourist and how the emotional dimension can have an influence in the process, too. This subject is based on the creation of these experiences, how tourists co-create and share them, how technology can be used to design these experiences, etc. Basic concepts and models about experience economy will be addressed to understand the creation of experiences.

Strategic Management (3 ECTS)

The main objective of the subject is to understand the basic competences to have a responsibility position in a hospitality company or institution and innovate when facing challenges in a globalised, complex and changing environment. This subject includes topics, such as: the aim and importance of strategic management, business-level strategies, the main elements of corporate strategy, etc. A holistic approach is adopted to understand the strategy content, contexts and processes.

Food and Beverage Management (3 ECTS)

This module will address the skills to appreciate food and beverage from the management point of view, in order to understand the essential aspects of the food and the beverages, as well as its economic costs and benefit from the sales of these items. In other words, the essential topics about restaurants and businesses will be part of the subject.

Semester 4 (all locations): Applied Research and Management Solutions





The last semester of the programme is a professional transformation phase and is composed of three key components: an individual thesis (12 ECTS), and a transformation project composed of a traineeship (12 ECTS) and personal reflection report, combined with a group destination transformation project (6 ECTS)

Master Thesis (12 ECTS)

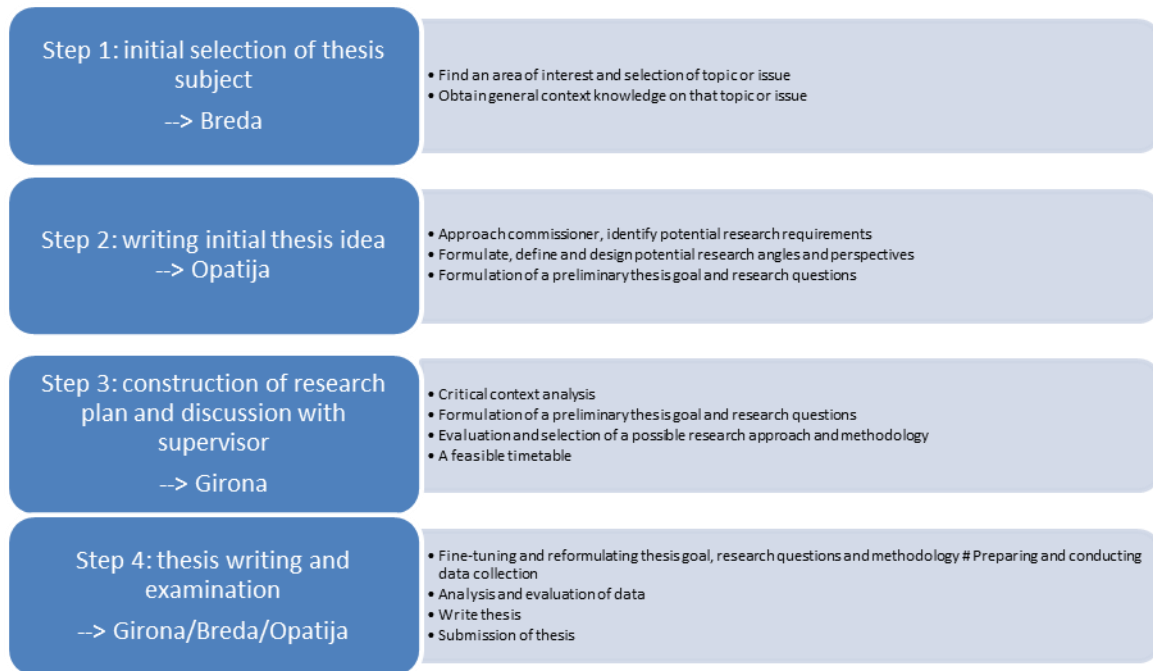
During the first three months of the last semester, students will finalize their thesis writing process that they have started already in the first year. The master thesis is an important piece of work in which they demonstrate their ability to conduct individual research and understand a topic of choice, directly or indirectly related to the future professional role.

This individual challenge is difficult but rewarding as well. Careful thought should go into the selection of a relevant and appealing topic to ensure that the idea is clearly focused on developing new knowledge and insights. The topic should be practically feasible and one which students are personally interested in and motivated by. In principle, the thesis subject should be a topic or an issue in an international tourism context and written in English.





The thesis process starts already in the first year and ends in the second year and the process can be visualized as below:



1 Initial selection of thesis subject

The first step in the thesis process will be that students will be inspired by topics, during the first semester in Breda (module qualitative research methods). Students will receive an initial list of suitable and relevant topics as presented by the industry and academics from different professorships at the three universities. They can make their initial choice.

2 Topic choice

During the second semester (module: innovations in outdoor hospitality), students will be challenged to develop the topic further, find previous research and innovative approaches and start drafting a first proposal (one-pager).

3 Proposal writing

The third step enhances the writing and submission of a thesis proposal. This will take place during the third semester in Girona and is embedded in the module ***tourism science and research***. The Master Thesis proposal





will be approved and a supervisor shall be assigned during this semester. It should include a methodology and timetable. Students may express a preference for one of the certified thesis supervisors from one of the three universities. The preference is taken into account as much as possible while allocating supervisors. Supervisors are selected according to the master thesis' topic and their expertise in the field. However, lecturers can supervise only a limited number of students.

4 Thesis writing

The collection of data, analysis of information, interpretation and presentation of conclusions and recommendations are part of the process of writing this thesis. The thesis has to use theoretical concepts and insights and should simultaneously contain practical insights in order to develop a more sophisticated understanding of the subject students are investigating. At the end of this process, students are expected to become an expert in that domain and be able to present and discuss this during a final oral exam.

Thesis supervision can be done online or face-to-face. Each lecturer has his/her own way of supervising. Students make a first appointment with a supervisor as soon as possible to discuss a research plan. After this meeting they will make arrangements about how to stay in touch with their supervisor in order to keep him/her informed of their progress. Skype, MS Teams, email or other online tools are excellent ways to communicate with a supervisor. Furthermore, a supervisor has the following responsibilities:

- To assess draft texts and to advise on adjustments;
- To stimulate and motivate his/her student through discussions/conversations;
- To advise and, if necessary, to assist students in solving problems (e.g. with commissioned research);
- To monitor the time planning, together with the student.

The time period for thesis writing is three months. In addition to the support of a thesis supervisor, there is a possibility to receive specific advice from other lecturers in the master program. Students are working independently during these first three months of the last semester and take the initiative in contacting and maintaining contact with a supervisor during the complete thesis period. A thesis handbook is prepared for the thesis process.

The final thesis assessment and defence can take place in one of the three universities. After thesis has been submitted, students have a few weeks to prepare for a final oral examination. Usually it takes around 4 to 5 weeks to distribute a thesis report among the examiners, to allow them to read and possibly discuss it. There are 3 official examiners for each candidate of which:

- The thesis supervisor;
- A second internal examiner - a second lecturer of another partner university of the SOHM programme - also will act as the chair of the exam panel;
- An external examiner - a practitioner or an academic in the field of tourism and/or tourism development.





If one of the examiners considers the thesis of insufficient level, there will be a meeting between the 3 examiners to discuss whether or not the candidate is allowed to enter the oral examination. Each final oral exam session will take approximately 1 hour. This is a closed session and only exam committee members are allowed to participate. After the candidate's defence the official examiners will decide (confidentially) upon the final assessment for the written and the oral part. Immediately after this, the student will be informed by the official examiners about the exact marks for the written part of the thesis report, the oral examination and the final thesis mark.

Transformation Project (18 ECTS)

The Transformation Project is the final component of the SOHM Master Degree programme. During four months, students will interact with and work for internal and external stakeholders of outdoor hospitality. The assignments offer them a real-life connection between theory and practice, thereby opening a window of opportunities to experience, learn, understand and analyse complexity at outdoor hospitality destinations.

It can thus be seen as a learning path for all students, in which they show *individual professional excellence* through a traineeship, with *group consulting and research work*. The Transformation Project starts halfway the last semester (April 1st). Through the Transformation Project students will put all knowledge and skills, acquired during the first three semesters and the thesis writing, into practice by carrying out management tasks in a professional environment and also work on a group research for a specific destination in Croatia, Spain, The Netherlands or another country with participating industry partners.

A. Traineeship (12 ECTS)

Students will work for 75% of their time as a management trainee in a camping resort business. They will be responsible for medium level management tasks, and will learn how to manage people, resources and teams. They shall work on the basis of a corporate traineeship contract that has been signed with one of the three Universities. Tasks, functions, expected output etc. shall be defined and will be in line with the learning outcomes specified for this Transformation Project.

B. Destination Transformation Project (6 ECTS)

The remaining 25% of their time, students will work as a consulting team with other students in the same country (minimum group size of 4 students). They will develop a group research assignment, analysing and developing an advice on a complex issues that is identified for the destination where they are working. Lecturers will approve the topic of research, and students will have to develop a **destination transformation report** that links the reality of the campsite industry to the national tourism context of the country where they are working as a trainee.

Visiting a tourism destination for a longer period of time to work and conduct field research, offers many learning opportunities for all parties involved. For students, the field research and traineeship project open

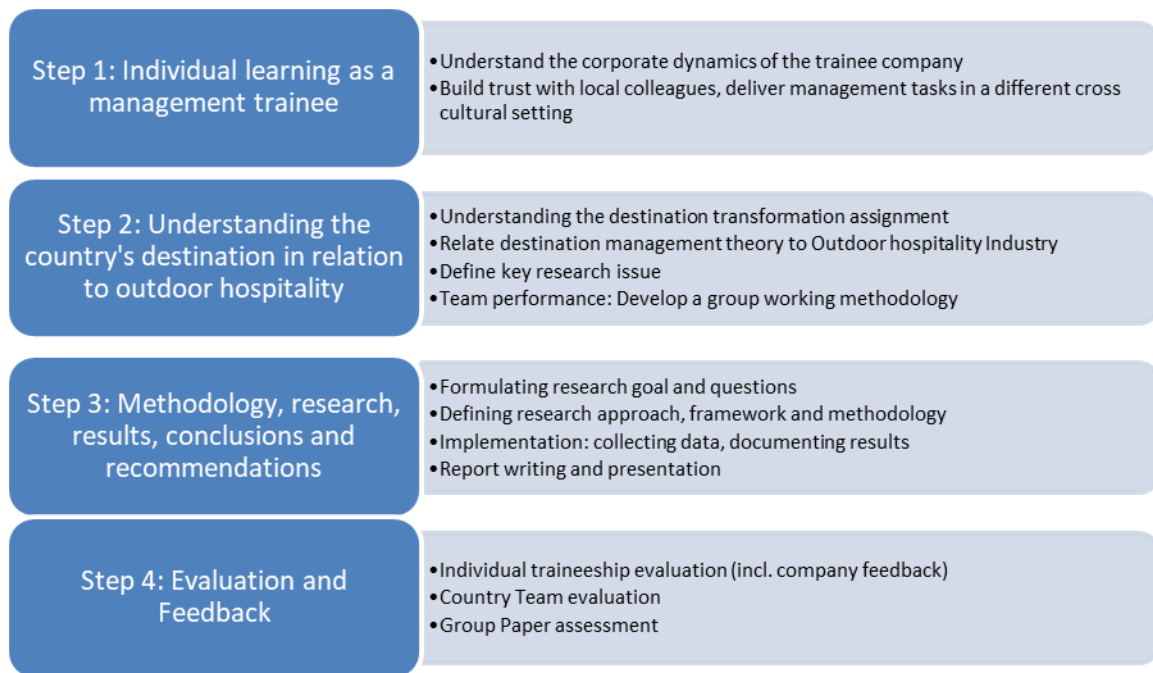




new insights in primary sources of information on camping resort development and provides students with a platform to interact with stakeholders at the tourism destination where these resorts operate. These platforms can only be established in the direct physical environment of a destination, where complexity of tourism development and interaction between all tourism stakeholders takes place.

Secondly, the combination of traineeship with group field research offers an environment to develop research and problem-solving skills. It is a **real case study**. As individuals but also as a team, students will analyse a complex issue at a destination with outdoor hospitality. They will define research questions and come up with solutions, based on findings.

In the following flowchart, a summary is given of the activities related to the Transformation Project:



The goal of the Traineeship and Destination Transformation Project is to put the knowledge and skills learned in the previous semesters into research, consultancy and strategic management practice. The main goal of this second phase research is that students learn:

- To develop professional management skills in a working environment
- To analyse Camping Resort developments from different stakeholder's perspectives;
- To interpret a research assignment, reflect upon outcomes and opinions based on a variety of (often incomplete) sets of information and design an appropriate research objective, research question and research methodology
- To undertake research tasks and document the results





- To report on findings, conclusions and recommendations
- To present strategic advice to stakeholders of outdoor hospitality, considering future changes that might influence the company and its market environment.

Conducting such research involves a careful and open approach at the start, a flexible and problem-solving attitude during the research and a reflexive and sensitive attitude while processing and interpreting research results.

In fact, students will be, apart from researchers, working as a trainee in a camping resort, to really understand the dynamics of the company and its environment and interact on a professional level with company stakeholders, both local and global. Analysing data and drawing conclusions in international research demands a reflective approach. Students will operate as a team of “trainee-consultants” throughout the whole period.

4 Intake and Selection Process of Master of Sustainable Outdoor Hospitality Management

All students first register for the course at Breda University. The application procedure consists of the following steps:

- Step 1: Enrol via the Dutch portal Studielink
- Step 2: Apply via My Online Application, the online application portal of BUas
- Step 3: Take part in the intake procedure of the master programme
- Step 4: Complete the enrolment; payment of tuition fee

Step 1 Enrol via Studielink

After applying for the programme via Studielink, the prospective student receives an ID code (student number) from the institute. Once BUas has received the Studielink enrolment, the applicant will receive an e-mail inviting to follow up on their Studielink enrolment by applying in My online application.

Step 2 Apply via My Online Application, the online application portal of BUas

In My online application the applicant will be requested to answer additional questions and to upload the application documents;

- ID
- The bachelor documents including transcript of records or a transcript of records with the latest results / overview in case the bachelor's diploma is not yet obtained
- Proof of English (if applicable, check website)
- CV
- Motivation letter
- A programme specific assignment (for more details see the intake procedure)





Once the admissions officer has checked the educational background of the applicant and the prospective student (conditionally) meets the educational and English language requirements, the academy will continue with the application and the selection procedure.

Step 3 Take part in the intake procedure of the master SOHM programme

Step 4: Completes the enrolment; payment of tuition fee

In order to complete enrolment, students need to confirm their digital authorisation or pay their tuition fee for BUAs (statutory fee). Total fees for the whole programme will be defined each year by the three Universities. The fee is composed of four parts:

1. Semester 1: after acceptance in Breda, **BUas** will request students to pay mandatory fee, for 60 ECTS courses related to MA in Tourism Destination Management. This fee payment allows students to be enrolled for 2 academic years in BUAs. Students need to re-enroll for the second year, without additional payments to Breda.
2. Semester 2: **Uniri** will request students to pay fees for 30 ECTS courses delivered in Croatia.
3. Semester 3: **Udg** will send students a third invoice for the mandatory fee as established for 60 ECTS courses related to the MSc. Degree In Tourism Sciences.
4. Semester 4: **Uniri** will send a fourth invoice to students for final exams and costs of accredited 120 ECTS MA Degree of Sustainable Outdoor Hospitality Management.

Delayed students: all students that are delayed, will have to re-enroll at BUAs and pay additional mandatory fees. Also, if students have failed a course in Uniri or UdG, they will need to pay additional fees for participate in re-take exams.

Intake procedure of Master of Sustainable Outdoor Hospitality Management

The Master in Sustainable Outdoor Hospitality Management program will use the following documents / conversations for the selection process:

- Motivation letter
- CV/Résumé and diploma(s)
- Programme specific assignment: Research assignment
- Selection interview(s) (at Breda University of Applied Sciences or via Skype)

1 Motivation letter

The application letter will be assessed on motivation and proficiency in the field of study, but also on the structure and style of the letter.

2 CV/Résumé and diploma(s)





The résumé will be assessed on the experience of the applicant in the field of study, amongst others the committee member will have a look at:

- obtained bachelor's diploma(s);
- work/internship experience;
- international/intercultural experience;
- proficiency in English;
- participation in any additional activities and or travel experiences.

3 *Independent Reference check*

Each applicant will propose the names of two referees who will receive a form on the following items: research skills, cross cultural communication skills, English proficiency skills, academic writing skills.

4 *Selection interview*

As a final component, prospective students that have completed assignments 1 through 3 will be invited for a first orientation interview and in case the results of this interview are sufficient or in doubt, they will be invited for a final interview. In case of insufficiency, a letter of rejection will be sent. The following matters will be discussed during the interview:

- Why Breda University of Applied Sciences?
- Why Master Camping and Outdoor Hospitality Management?
- Orientation to this program
- Questions about expectations. Future ambitions. Motivation. Their link to Tourism.
- Questions about experiences with group work
- Questions about their research experience
- Questions about their international/intercultural experiences
- Questions about their educational and work experiences
- Question about their experience with Academic writing skills
- Sharing information on the content and workload of the programme
- Testing the English-speaking skills and communication skills in general

Based on the above-mentioned documents the students will be assessed on the uploaded documents (Written) and based on the intake interview(s) (Oral). This will be graded sufficient or insufficient on 3 items, according to the schedule.

- Research skills

this is a combination of the essay, research skills shown in motivation letter and resume and based on additional questions during the intake interview

- International and Tourism experience





this can be international and tourism experience for example in education – internships – exchange – work experience shown in the resume and motivation letter and based on additional questions during the intake interview

- Motivation

why a master degree, why Camping and Outdoor Hospitality Management, personal motivation, proactive attitude, experience with and open for group work, openminded, eager, etc. based on written documents and oral conversation (s)

	Written documents	Oral conversation	Final conclusion
Research skills	SUF / INSUF	SUF / INSUF	SUF
International- Tourism exp	SUF / INSUF	SUF / INSUF	SUF
Motivation	SUF / INSUF	SUF / INSUF	SUF

The procedure will take approximately 2 to 3 weeks, starting from the moment the applicant has uploaded all requested documents and the management of the master programme has been informed by the student office department assuming that the applicant (conditionally) meets the educational and English language requirements. After enrolment in Breda, all documentation will be transferred to Opatija and students will be automatically enrolled at FTHM in Opatija. The same counts for Girona: Breda will transfer all the documents to Girona as well in order that Girona could enrol the students.

5 University Learning Environment: Three International locations

5.1. Breda University of Applied Sciences

Facilities and campus

Since 2019, BUas moved to a fully equipped the new campus. The campus environment aims to encourage students and staff to meet and inspire each other. It also aims to stimulate knowledge exchange and facilitate crossovers between various domains. Furthermore, the historical former convent and the use of a contemporary design contributes to the image of an international and excellent leading institute. More information is available on the BUas website <https://campus.buas.nl/en/about-the-campus/>

Staff workspaces have been subdivided into three zones: buzz, medium and silence. Here a mix of various work and meeting areas is offered, based on an activity-based concept: the employee chooses a work area based on the activities that need to be done at that point in time. Just think of concentrated work in a quiet place, creative 'scrum-style' collaboration, or a place to meet and share ideas. The layout of the learning





environment is based on the strategic educational vision, where the concept of active and collaborative learning in learning communities is key. This concept requires a challenging learning environment that motivates students to learn actively and independently, as well as to look beyond the boundaries of their own disciplines, to approach problems from different perspectives and to collaborate with other disciplines. In the coming years, the virtual and online learning environment will be further developed in order to fully utilise the campus's opportunities.

A Service Desk is located on campus at a central location, near the Social Community Area in the large atrium. The Service Desk is a central place where students and staff can go for facilities such as mail, merchandise, office supplies, questions regarding information technology, help in reserving rooms and borrowing audio visual equipment, but also for general information and questions about enrolment, student and staff ID cards and issuing of other materials. The Service Desk's role will continue to change because of the digitalisation of processes, the new virtual learning environment and a different organisation because of the new campus.

Campus library

The library collection consists of over 35,000 books, more than 60 different online databases with e-books, e-journals, audio visual materials and statistics and over 300 magazine subscriptions. The library is also intended to be a place to study in silence next to offering copying and scanning facilities. Library staff are always available to help students and employees find their way in the library. There is also a Copyright Information Point, where information and advice can be obtained on matters concerning copyright, see for more detailed information <https://www.buas.nl/library/library-copyright>. Students may also access the vast electronic collection and database through their personal portal or through the library's website at any time and from anywhere around the world. The website also provides an overview of selected relevant websites for each domain and it facilitates blended learning by offering Knowledge Clips and Library Guides, among other things. These Library Guides are created and maintained by a subject specialist within the library. Through the website, students can also access Lynda.com, an online learning platform with thousands of online videos that students can use to learn new skills. The library is also responsible for maintaining the Pure Web Portal. In this research and information registration system, an up-to-date overview is provided of all our staff's knowledge output, such as publications, conference contributions and advisory reports.

5.2. University of Rijeka, FHTM

Facilities and campus

Founded in 1973, the University of Rijeka has matured into a modern European university and center of excellence whose impact extends beyond the region. With a total of 11 faculties and 4 departments, we are a research, science, and education-oriented university that supports social and economic development in our





community, the City of Rijeka, and the wider region. On top of our efforts to provide new generations with quality education and a reliable hub of academic activity, the University of Rijeka has developed a lifelong learning system for distributing ideas and innovations, all with the aim of supporting broader social progress and making northwestern Croatia more competitive. By building a state-of-the-art Campus, the University of Rijeka has visibly improved its teaching methods and scientific structure, while attending to each student's and staff member's living and working needs.

An Open, Future-Oriented University

The University of Rijeka is a socially responsible and open university – not only are we open to international students, teaching staff, and researchers, but also to recent developments in higher education. As our vision places the University of Rijeka within the 500 top rated European universities, we have chosen the path of dynamic growth. Having embraced an organized and systematic approach to mobility, our University supports scientific and artistic careers alike, enabling each individual to express their talents and entrepreneurial potential.

We have created an educational system and learning framework that puts students first. With this goal in mind, our University continuously updates its teaching methods, fosters social awareness, and attends to the needs of everyone within its academic community. Our primary value lies in connecting students, professors, and other staff members. Only such a university can be innovative, creative, and excellent while remaining a place of solidarity and security.

5.3. Universitat de Girona

Facilities and campus

The Faculty of Tourism of the University of Girona is located in the Campus of the Barri Vell, in the old town of the city of Girona, occupying, together with the Faculty of Arts, the refurbished building of the old convent of Sant Domènec. The Faculty has 1,500 m² of classrooms and teaching spaces, to which must be added more than 300 m² of computer rooms and specialized facilities. The Faculty of Tourism is a very suitable space due to its location in the center of the Barri Vell, a highly touristic place, and where students are close to their target audience, the tourists. This fact means that, in some subjects, students can design activities and carry them out almost next to the Faculty. Examples could be: gathering information from surveys or studying the itinerary that some tourists follow to study their behavior. In addition to these facilities, there is a study room, two meeting rooms, a student delegation, a canteen for students and staff, as well as a café. The dean's office, the faculty offices and the administrative and student services of the Faculty are located in the same building. Classrooms and other teaching spaces are managed through a computer application (<http://aulari.udg.edu>), which can be consulted by both teachers and students.

Library and autonomous learning





The UdG library (<https://biblioteca.udg.edu>) has 10,347 m2 for library services and equipment, with a capacity for 1,876 people, and there are 284 computers available. The UdG Library has its stock distributed in 3 libraries (one per campus: Montilivi, Barri Vell and center). In all libraries, electronic resources and digital production are increasingly and quantitatively more and more present. The UdG library has:

- Special Funds (<https://fonsespecials.udg.edu>), which are linked to relevant people and entities in different areas of knowledge, culture and public life.
- Digital library (https://discovery.udg.edu/iii/encore/plus/C_S_Orightresult_U?lang=cat), with more than 23,000 electronic journals, about 13,000 electronic books and about 50 databases.
- Institutional repository (<http://dugi.udg.edu>), where there is the scientific and academic documentary production of the University of Girona in electronic and open format.
- Cartographic collections (<https://biblioteca.udg.edu/ca/la-colleccio/fons-cartografics>), with more than 26,000 paper maps, which –among other areas– cover exhaustively the Girona counties and Catalonia.
- Newspaper Archive (<http://web.b.ebscohost.com/pfi/search/basic?sid=ec4daa64-60dc-4d63-9171-3684d4597e7c%40sessionmgr103&vid=0&sdb=edspub&tid=3000EP>), which adds thousands of e-journals to more than 1,500 subscriptions to print journals, and closed collections.





6 Quality Assurance

6.1. Breda University of Applied Sciences

BUas is horizontally organized and as decentralised as possible. A decentralised organisation works on the basis of trust and accountability, in which a culture of involvement and ownership within all layers of the organisation is essential. There is a Quality Assurance System for Education in place, it is directed at monitoring and achieving the strategic goals and its derived performance indicators. One important element of this quality assurance system is the planning & control cycle, which interconnects the strategic goals and the objectives of the institute and each academy.

The master Camping and Outdoor Hospitality Management is managed by the Academy for Tourism. In this academy, the director is responsible for quality assurance and he or she has the mandate to structure the quality assurance system and to adjust it to the specific characteristics of that academy's education. Using an annual framework letter of the BUas Executive Board as a starting point, the academy director specifies the educational goals, which result from the strategic goals, and the academy's ambitions and needs. Based on this, the annual budget will be drawn up and performance indicators will be agreed on with the Executive Board in what is referred to as the management contract. According to the planning & control cycle, each academy director then reports three times a year to the Executive Board based on the management contract. In these management reports, the academy director substantiates the progress of the achievement of the goals and projects, the results from the financial, staff and student management information, the results of quality assessments, remedial actions, and the contribution to the strategic performance indicators. If desirable, in response to goals not having been achieved, additional agreements can be made to take remedial actions.

Assessment organisation

Every academy within the institute has its own board of examiners that carries out the duties set out in the legislation regarding the Dutch Higher Education and Research Act (WHW). The Academy for Tourism's board of examiners consists of a chairperson, three lecturers and secretarial support. Each board of examiners also has one member from another academy. In this way, academies can learn from each other and provide each other with critical feedback. Members are appointed for four years by the Executive Board and may be reappointed for one additional term. The board of examiners comes under the direct responsibility of the Executive Board. The board of examiners reports annually to the Executive Board to account for the choices and decisions made, and to describe the current state of affairs regarding the quality of assessment and any other items requiring attention. The board of examiners also meets every block with the same member of the academy's management team to keep each other up to date and to coordinate matters.





The board of examiners has given the assessment committee the mandate to oversee the quality of assessments. The committee also works for the academy as a whole and consists of members from the various disciplines. In addition to lecturers, it also has an educational advisor among its members. There is also a link between the board of examiners and the assessment committee: one of the committee's lecturers is also a member of the board of examiners. The assessment committee's chairperson is also frequently present during the regular board of examiners meetings, at least once per block or more often if required. During these meetings, the board of examiners and assessment committee jointly evaluate their proposed assessment inspection procedures as opposed to how these were actually executed. They scan the quality of the documents provided including the assessment, analyse examination results, and the possible resulting actions regarding marking and regarding future assessments in which the quality of assessments is discussed.

Roughly speaking, the Academy for Tourism's assessment policy can be divided into three elements. Section 1 is the academy-wide assessment policy that sets out the academy's choices regarding assessment, evaluation and its organisation that are appropriate to its vision of learning. Section 2 contains an assessment manual that lists guidelines and regulations regarding assessment criteria, test construction and marking. Section 3 describes the specific assessment plans per programme. This section details – per study phase and per study element within a programme - the assessment methodology, timing and content as well as the weighting factors used. In brief, these are the most important guiding principles of the assessment policy, related to the Master Camping and Outdoor Hospitality Management:

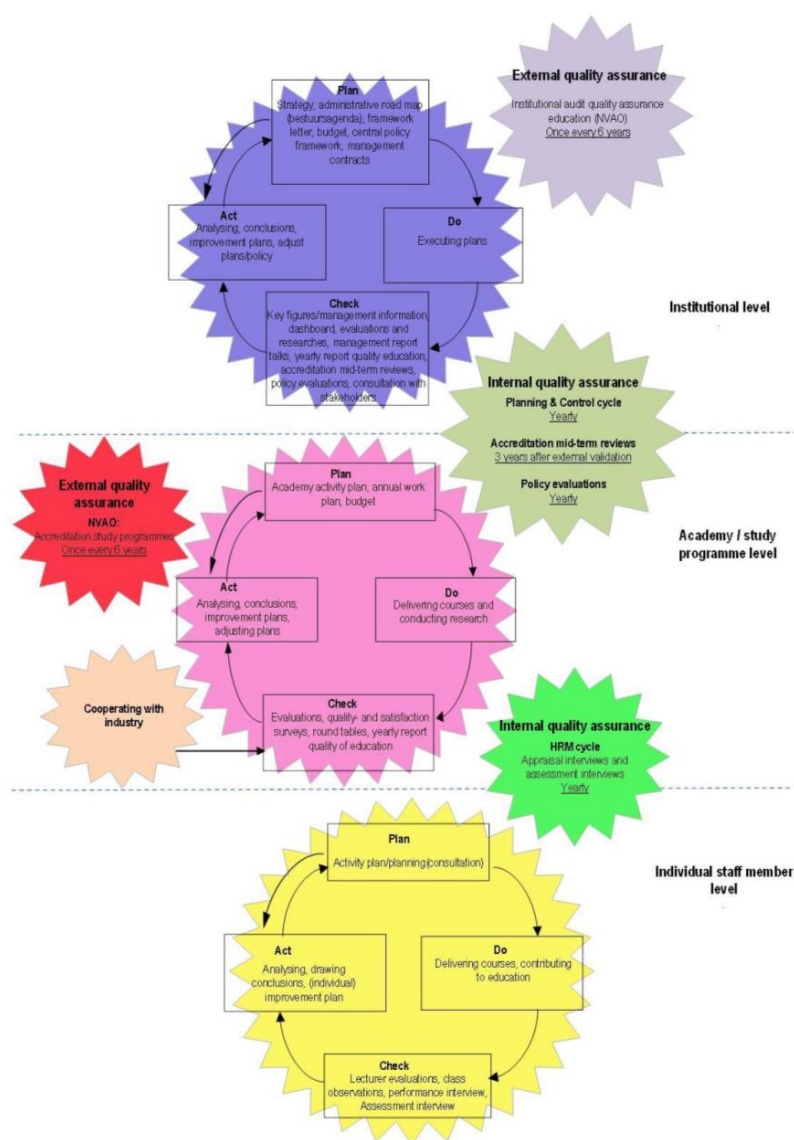
- Assessment is integrated into the module as much as possible, where varying areas of expertise are applied to situations from professional practice. Where possible, the student will deliver a professional product, suitable for the programme's level.
- Next to this integrated assessment, some modules also assess separate areas of expertise, directed at Bloom's taxonomy: applying knowledge, analysing, evaluating and creating.
- There is one summative assessment per module. This test may consist of several deliverables or elements, but these should be merged into one mark. This is called an assignment, which will be assessed in the module's examination week.
- The goal is to have a variety in assessment methods, providing the student with different kinds of assessments methods for the three different modules in a block.
- Next to the summative assessment per module, a module also has a formative assessment component, which can be used to offer students feedback regarding their learning process and to encourage students to develop. At Master's level, students design their own learning process and approach staff for feedback individually on request.

Degree Programme committee





Members of the Degree Program committee are regularly provided with input by an education manager. In addition, the members receive information from colleagues, students and quality reports. This ensures that the committee has obtained regular and unbiased input. As a point of improvement, the members could use more consultation from the educational advisors as well as input from students and round tables. The Degree Programme committee can do their work well within the limits of the facilitation, however the members are still trying to find their role in collaboration with both the participation council and e.g. the boards of examiners.



Breda University of Applied Sciences Quality Assurance System.



6.2. University of Rijeka, FHTM

The University of Rijeka actively promotes the value of ensuring quality:

- By instituting and improving its quality assurance system following European guidelines for quality assurance in higher education, and other national and academic norms
- By promoting the active involvement of all constituents and continuous student engagement in our quality assurance system
- By basing its study programs on innovative scientific research at the University
- By actively including students in the educational process and other academic activities
- By creating an inspiring environment for academic work
- By promoting internationally relevant research and developing study programs that ensure its active role in local economic progress and social wellbeing
- By demanding transparency and responsibility in all managerial activities
- By monitoring educational quality indicators and, according to the findings, periodically revising its policies, goals, and practices, all with the aim of ensuring the highest degree of quality

Quality control system

Our quality control system aims to establish institutional mechanisms that will aid us in evaluating and coordinating different initiatives and developmental programs. From a long-term perspective, these innovations will help promote the highest standards of professional conduct and development across various scientific domains. The University of Rijeka finds its greatest advantage and appeal in its insistence on providing students with the highest standards of excellence, in the quality of its scientific research, and the quality of its contributions to social development.

In its Strategy for quality improvement, The University of Rijeka aims to support excellence:

- By sustaining a dialogue about quality, and promoting the culture of excellence both within and beyond the academic community,
- By developing and organizing evaluative and self-evaluative processes focused on different aspects of education, and on different target populations (students, teachers, administrative staff, managers, employers, the public opinion),
- By gathering constant feedback from students and attending to their criticisms, suggestions, and comments,
- By clearly defining its standards and criteria regarding quality,
- By developing internal mechanisms (processes) for quality assurance and improvement,
- By ensuring that all constituents are efficient in applying these internal mechanisms for quality assurance and improvement,





- By promoting staff development and providing professional training for its teachers, managers, and administrative staff.

Quality Assurance

The quality assurance system at the Faculty of Tourism and Hospitality Management is based on the standards and quality assurance guidelines in the European Higher Education Area, guided by the goals and tasks of the development strategy of University of Rijeka and the Faculty.

The unit responsible for planning the quality improvement strategy in all areas of the Faculty's activities, organizing, coordinating and conducting evaluation procedures and developing internal quality assurance and improvement mechanisms at the Faculty level in accordance with the Rulebook on Quality Assurance and Improvement of the University of Rijeka, the Rulebook on the Quality Assurance and Improvement of the Faculty of Tourism and Hospitality Management and the Faculty of Tourism and Hospitality Management's Statute, is the Quality Assurance and Improvement Committee (hereinafter referred to as the Quality Committee). The Quality Committee has been operating since 2005 at the Faculty.

The composition of the Quality Committee is set out in the Rulebook on the Quality Assurance and Improvement System of the Faculty of Tourism and Hospitality Management, according to which the Committee has at least 6 members, including a Faculty board of directors representative, at least two teacher representatives, a student representative, a representative of administrative and technical staff, and a representative of external stakeholders. In its current composition, the Quality Committee has a total of 18 members. The mandate of the Quality Committee Members has the same duration as Dean's mandate. The mandate of the students' representatives in the Committee lasts until their students' status expires. The activities of the Quality Committee are defined by the Annual Action Plan.

In order to ensure the continuous development of the quality assurance system at the Faculty of Tourism and Hospitality Management, systematic monitoring and evaluation of the system is carried out, involving different stakeholders. The Quality Committee cooperates with the Committee of Quality Management and Improvement of the University of Rijeka, as well as with the internal and external stakeholders for the quality assurance. In co-operation with stakeholders, the Committee plans a quality improvement strategy in all areas of the Faculty, organizes, coordinates and implements evaluation procedures and develops internal quality assurance and improvement mechanisms at the Faculty level.

In accordance with the Rulebook on the Quality Assurance and Improvement System of the Faculty of Tourism and Hospitality Management, the Quality Committee conducts evaluations in the following areas: development strategy and procedures for quality assurance, approval, monitoring and periodic review of the





study programs, assessment of students and teaching staff, learning resources and assistance to students, information system, public informing, scientific-research, international cooperation, collaboration with community and other activities related to the activities of the Faculty.

The Committee conducts establishment and implementation of the quality system through self-evaluation, quality indicators development, research and surveying of students (on regularity and organization of teaching, comprehensiveness of teaching contents, literature and learning resources, introduction of new approaches and forms of teaching and development, examinations, general and specific competences, communication with teachers, students' knowledge about the subject, students' impact on content and methodology of teaching, and students' workload), researching and surveying of teachers on the issues mentioned and organizing self-evaluation of teachers, and evaluating of students' and teachers' opinions.

The quality assurance issues are reported and discussed at the Faculty Councils, on extended Dean meetings, and board of directors' meetings. The performance of quality assurance tasks is reported on an annual basis within the Report on the Strategy Implementation of the University of Rijeka and the annual Quality Committee Report. In addition to the action plans for implementation of the strategy that are made each year, based on established facts, and in accordance with the quality monitoring indicators, the Quality Committee Action Plan is made which is also adopted at the Faculty Council. The results of the evaluations thus obtained are the basis for planning activities aimed at improving of the quality assurance system.

Along with the Quality Assurance System based on the standards and quality assurance guidelines in the European higher education area, a Quality Management System for providing professional-administrative, librarian, and IT services in accordance with the requirements of ISO 9001: 201521 has been implemented at the Faculty. The Quality Management System of Professional Services of the Faculty meets certain general requirements and requests prescribed for the introduction, maintenance, and improvement of the quality management system according to ISO 9001:2015. The quality management system is documented, applied and maintained and is constantly improving in accordance with the requirements of ISO 9001:2015. All system documentation is available on the intranet. Evaluation of the quality management system is carried out at least once a year. The goal of the assessment is to determine the achievement of the quality goals set.

6.3. Universitat de Girona

The main information about the quality assurance at the Faculty of Tourism at the University of Girona can be found at <https://www.udg.edu/en/ft/la-facultat/qualitat>. And the main processes and quality assurance protocols followed by the whole University of Girona can be found at: <https://www.udg.edu/en/udgqualitat>.

In order to contextualize the quality tasks, it is worth mentioning that the UdG has recently reissued the **University's Quality Policy** in order to be updated in all quality assurance processes.





The **Quality Management Systems (QMS)** at the UdG are the tool with which the formal management mechanisms are established and which responds to the objective of facilitating the quality achievement with guarantees and the quality of the objectives. The organizational complexity and heterogeneity of an institution such as the UdG leads to the formalization and diversification of its management using a set of QMS at the level of the different structural units, although and despite the singularities of each of them, they must work in a coordinated and coherent manner. Each QMS, therefore, becomes a mean to 1) improve management, 2) achieve the objectives set by the University in accordance with its missions and those other aspects of the centers and, consequently, 3) ensure the quality of studies.

Within the framework of each QMS, a **Quality Plan** is established to determine the objectives of improvement of the quality of the centre, as well as the planning and allocation of resources to achieve them. Each QMS can define its own quality policy, which will necessarily be complementary and consistent with the UdG's quality policy, to which it must make explicit reference.

In September 2019, the UdG approved the **Manual that regulates the Quality Management Systems at the UdG (SGQ)**. We refer to the Manual for the organization of the QMS, the identification of the different roles and responsibilities in each of them, the processes that compose them (the own, legacies or adapted) and that configure the **Map of processes of each QMS**, the documents that are included and the indicators that allow monitoring and follow-up. An essential part of the QMS process map is the **Continuous Improvement Management Process**.

Improvement management is consubstantial to QMS. To ensure that the improvement actually takes place continuously and is properly managed, the improvement proposals and suggestions are collected, registered and systematized through objectives and improvement actions in the **Centre's Improvement Plans**. These are periodically reviewed.

The Improvement Plan is the essential tool where the center sets out its needs and describes the improvement objectives and the actions needed to achieve them. The Improvement Plan is the document on which the improvement of the quality of the centre and the studies taught are pivoted. For this reason, the content and structure of the Improvement Plans have been thoroughly reviewed for some time, always based on the approach that the centre's improvement plan is unique, complete, dynamic, alive, exhaustive, rigorous, systematic and transparent.

The management of improvement plans has evolved at the same rate as the University itself. They were initially published in Word format, and were unmanageable and unsuitable for the requirements of the improvement plans, so they were later adapted to an Excel format, much more complete and which allowed a more precise monitoring of the objectives and actions.





For more than a year, the UdG has adapted a **management application, ServiceNow**, to the needs of the UdG's quality policy, which provides a much more agile and shared environment for the definition and management of plans and, at the same time, to monitor its development.

The quality policy of the University of Girona favours the transition from a quality model focused on teaching and its continuous improvement to a model in which the teaching centre is accredited as such, having matured in the quality of the degrees that are taught in it and in the context of the VSMA framework, with the re-accreditation of most of them, and having implemented a quality assurance system that certifies the correct implementation at the centre or faculty level of a culture based on the process management.

The new processes guarantee the participation of the groups involved in each case. Regarding this, there is a plural composition that guarantees the participation of the different groups involved:

- **The quality commission of the educational center**, that is formed by: The Dean of the Faculty or director of the School, who presides over it; the person responsible for the quality processes of the centre; the coordinators of all undergraduate and master's degree studies; a lecturer or professor from each department whose majority teaching is in the studies of the centre; 3 undergraduate students and 1 master's student from the studies taught at the centre; 1 administration and services staff representative; up to a maximum of 3 representatives of external organizations related to the degree and master's studies of the school; the administrator of the study area; and a member of the GPA (Planning and Evaluation Office).

The role of the centre's quality manager is very important, and his or her main functions are: 1) the coordination, monitoring and improvement of the centre's quality processes; 2) the coordination, monitoring and improvement of the implementation of the IQAS at the centre level.

- **The Quality Commission of the University of Girona**, with a plural composition which guarantees the active participation of the different groups: the rector (or vice-rector when delegated), the vice-rector with Quality competencies, 2 external members, the manager or person who delegates him or her, 2 deans, 2 department directors, 1 director of a research institute, 2 members of the teaching and research staff, 1 member of administration and services staff.
- **The studies programming committee**, which is made up of: The vice-rector who is in charge for academic policy, who will chair it; the vice-rector who is in charge for planning and quality; the deans or directors of the Faculty or School; six directors of departments and three directors of research institutes, who will be chosen by and among them and appointed by the Rector; the director of the UdG Foundation: Innovation and Training; the Rector's delegate for the affiliated centres; two students chosen by and from the members of the Student Council and appointed by the Rector; two representatives from different areas of the social, cultural and professional associations, appointed by the Social Council; and the vice-manager or delegated person of academic matters, who will act as secretary.





To sum up, the new structure of processes has facilitated the integration of the quality assurance framework and makes it easier that the new processes guarantee the participation of all groups of interest. Consequently, the design, acceptance, follow-up and accreditation of different studies are guaranteed.

Annexes

Annex 1: CV of Staff

Breda University of Applied Sciences

Family name: Isaac
First names: Rami, Khalil
Date of birth: 26-06-1978
Nationality: Palestinian/Dutch [dual nationality]
Civil Status: Married
Education: PhD from University of Groningen.

▪ Institution from – to	▪ Degrees and Diplomas obtained
Bethlehem University, Palestine 1996-1997	Diploma in hotel Management
BREDA Breda University, The Netherlands 1997-2000	B.A. in International Tourism Management and Consultancy
Bournemouth University, U.K. 2000-2001	M.A. in European Tourism Management
University of Groningen, December 2008	PhD in Spatial Sciences





Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Arabic	Mother tongue		
English	Fluent	Fluent	Fluent
Dutch	Very good	Very good	good
Spanish	reasonable	reasonable	basics

Membership of professional bodies:

- ATLAS Association for Tourism and Leisure Education
- ISA International Sociologist Association; **Former President (2014-2018)** Research Committee 50 on Tourism ISA International Sociologist Association; **Vice President in-between conference 2018-2022, RC50, ISA**
- Regional Editor Middle East: *Journal of Tourism Planning & Development*
- Editorial Board member in Journal: *Current Issues in Tourism*
- Editorial Board member in *Journal of Politics and Law*
- Editorial Review Committee member: *International Journal of Tourism Cities*
- Advisory Board Member: Cambridge Scholars Publishing

Other skills (e.g., Computer literacy, etc.): Word, Excel, Power Point, NVivo

Present position: **PhD. Senior Lecturer in Tourism**

Assistant Professor, Bethlehem University, Palestine 2012- to date

Years within the firm: From 2002-to date

Key qualifications:

- Senior Lecturer in Tourism Planning & Development
- Senior Lecturer in European Tourism, Policies, Planning & Development
- Senior Lecturer in Tourism, Politics and (in)stable regions
- Senior Lecturer in Tourism, Context and Culture
- Senior Lecturer in Tourism Impact Studies (Socio-cultural & environmental)
- Senior Lecturer in Tourism Supply & role of tour operator in the development of destinations
- Senior Lecturer in Destination Development Strategies DDS for postgraduate students.
- Senior Lecturer in Governance, Policy and Reform.
- Senior Lecturer in Crowd Safety, safety and security in tourism
- Supervising the Fieldwork (research study) at various destinations in Bali, (Indonesia) and Pukhet, Ko Samoi, Ko Phangan, and Ko Phi Phi, (Thailand), Melbourne, Sri Lanka, and Bali, Indonesia. In this research study, students have to do a destination analysis through observation, interviews,





talking to local communities, talking to various stakeholders at the destination, NGO, society leaders and private-public sector organisations.

- Supervising the undergraduate and postgraduate students for their graduation dissertations projects.

Specific experience in the region:

October 2011- June 2012	Bethlehem, Palestine	Khatib & Alami Consulting Company, Beirut, Lebanon & ARUP consulting company, UK.	Tourism Consultant	The development of a Master Plan for the Governorate of Bethlehem for the year 2026. This is a structural plan that will be developed for Bethlehem, Palestine, including infrastructure, transportation, solid waste management, water, electricity and tourism projects.
2012- Present	Master course coordinator	Bethlehem University, Palestine	Coordinator of the Master course between Breda University and Bethlehem University	Teaching activities and coordination at Bethlehem University. Travelling 3 times a year for teaching and coordination with Bethlehem University.
2007- March	Bethlehem	TEMPUS EC funded programme with co-operation with Metropolitan University, London	External observer for TEMPUS Team in Bethlehem, March 26 th	External Observer for the EC for the TEMPUS Project at and at the First International Tourism Conference, Bethlehem University, Palestine.

Professional experience

Date from – Date to	Location	Company	Position	Description
2005-April- March	Bangkok, Ko Samui	field research	Supervisor	Within the undergraduate course ITMC International Tourism Management & Consultancy, students conducted a fieldwork in Ko Samui 3 weeks long, about the history of tourism development, the supply of tourism,





				demand of tourism, planning and developments, Cross-cultural studies, and market analysis. On the basis of this fieldwork, by interviewing tourists at various areas in Samui, talking to stakeholders involved, communities, other interests and pressure groups, they produced a destination analysis. The will be followed by a pre-feasibility and feasibility study for their area.
2006- April- May	Ko Phuket, Thailand	field research	Supervisor	Within the undergraduate course ITMC International Tourism Management & Consultancy, students conducted a fieldwork in Phuket for 3 weeks long, about the history of tourism development, the supply of tourism, demand of tourism, planning and developments, Cross-cultural studies, and market analysis. On the basis of this fieldwork, by interviewing tourists at various areas in Phuket, talking to stakeholders involved, communities and other interests and pressure groups, they produced a destination analysis. The will be followed by a pre-feasibility study for their area.
2007- April- May	Singapore/ Bali	field research	Supervisor	Within the undergraduate course ITMC International Tourism Management & Consultancy, students conducted a fieldwork in Singapore and Bali for 3 weeks long, about the history of tourism development, the supply of tourism, demand of tourism, planning and developments, Cross-cultural studies, and market analysis. On the basis of this fieldwork, by interviewing tourists at various areas in Bali, talking to stakeholders involved, communities and other interests and pressure groups, they produced a destination analysis. This will be followed by a pre-feasibility study for their area.
2007	London Metropolitan	U.K.	External Examiner	As External Examiner for the TEMPUS programme 'Exam Board', the duties were: confirm that the assessment process is





	University			<p>conducted in accordance with the University's Academic Regulations, the approved scheme regulatory frameworks, course regulatory schedules and course regulations;</p> <p>confirm that students have been assessed fairly and have been judged on whether they have achieved the aims and learning outcomes of the course as stated in the course specification and the University's general educational aims;</p> <p>confirm that the range of marks given by internal examiners to students fairly reflect the standards of those students' performance, having regard to standards elsewhere in UK higher education;</p>
2008 March-April	Cambodia, Siem Reap and Vietnam, Hoi An, Hue, Dan Nang	field research	Supervisor	<p>Within the undergraduate course ITMC International Tourism Management & Consultancy, students conducted a fieldwork in Siem Reap, Cambodia, and then 2 weeks in Vietnam about the history of tourism development, the supply of tourism, demand of tourism, planning and developments, Cross-cultural studies, and market analysis. On the basis of this fieldwork, by interviewing tourists at various areas in Vietnam, talking to stakeholders involved, communities and other interests and pressure groups, they produced a destination analysis [dynamics of developments, relations and interrelated stakeholders involved, dominance and control of governments]. This will be followed by a pre-feasibility and feasibility study for their areas.</p>
November 2008	Centre for Cross-Cultural Understanding (CCCU) BREDABreda University of Applied Sciences		Organization committee member	<p>Member of the organization management and scientific committee for the first International Tourism Conference entitled '<i>Voices in Tourism Development: Creating spaces for tacit knowledge and innovation</i>' 3-5 November 2008. The main aim of this conference was to bring various voices, silent, muted and silenced voices, from various destinations and corners of the world, in which their voices were silent. Silent/silenced voices are voices that are unable to express their voice or are not heard in the academic, professional and official discourses.</p>





				The second aim of this conference was to bring the academic and professional perspectives to share ideas and knowledge productions and what they can learn from each other, in the so-called mode 1 knowledge (academic) and mode 2 (professional) and the relation of mode 3 knowledge (existential/moral knowledge and how one could relate to one another.
December 2008-to date	London Metropolitan		Member of Advisory Board	London Journal of Tourism, Sport and Creative Industries, London Metropolitan University, U.K.
2009 March-April	Singapore & South East Queensland, Australia	field research	Supervisor	Within the undergraduate course ITMC International Tourism Management & Consultancy, students conducted a fieldwork in Singapore, one week and then 2 weeks in SE Queensland about the history of tourism development, the supply of tourism, demand of tourism, planning and developments, Cross-cultural studies, and market analysis. On the basis of this fieldwork, by interviewing tourists at various areas in Vietnam, talking to stakeholders involved, communities and other interests and pressure groups, they produced a destination analysis [dynamics of developments, relations and interrelated stakeholders involved, dominance and control of governments]. This will be followed by a pre-feasibility and feasibility study for their areas.
2010 March-April	Cambodia, Siem Reap and Vietnam, Hoi An, Dan Nang	field research	Supervisor	Within the undergraduate course ITMC International Tourism Management & Consultancy, students conducted a fieldwork in Siem Reap, Cambodia, and then 2 weeks in Vietnam about the history of tourism development, the supply of tourism, demand of tourism, planning and developments, Cross-cultural studies, and market analysis. On the basis of this fieldwork, by interviewing tourists at various areas in Vietnam, talking to stakeholders involved, communities and other interests and pressure groups, they produced a destination analysis [dynamics of developments, relations





				and interrelated stakeholders involved, dominance and control of governments]. This will be followed by a pre-feasibility and feasibility study for their areas.
2014-March-April	Yangon, Bagan, Burma and Ko Samui, Thailand	BREDA Field-work	Supervisor	Field-work carried out by the department of Tourism, which included business visits, in terms of hotels, lectures and guest lectures from various people in the tourism industry in Burma as well as in Ko Samui.
2015- Present		Master Field-research Asia Pacific	Supervisor	Australia, Sri Lanka and Bali, 3 months yearly field-research

Peer-reviewed conference activities

- Paper Presented (Community-based Tourism Planning Approach in Palestine: A Tool for Poverty Alleviation?) at International Conference on Challenges of Regional and Market Integration for Tourist Destinations 14th – 16 November 2005. October 6 University Campus, Cairo, Egypt.
- Paper presented (Cultural Tourism) at the 7th URSI PhD Conference, Groningen University 11th January 2006
- Lecture on Socio-Cultural and Environmental Impacts of Tourism presented to the Master of Cultural Geography at Groningen University 20th March 2006.
- Paper presented at the international PhD Workshop in Tourism Research, Girona University. Sponsored by BEST Education Network, the Research School for Studies in Marine and Coastal Environment, Heritage and Sustainable Tourism (MAST) of the University of Southern Denmark, and the Research and Innovation Centre of the Tourism Industries (CRIIT) of the University of Girona. 12th June 2006.
- Paper presented at the 6th International Symposium on Aspects of Tourism “Gazing, Glancing, Glimpsing: Tourists and Tourism in a Visual World” titled as “Tourism Development in Palestine: The call for Support from the Academic World” (Isaac, R. & Platenkamp, V.) University of Brighton, Eastbourne 13th -15th of June 2007.
- Paper presented at the 6th International Symposium on Aspects of Tourism “Gazing, Glancing, Glimpsing: Tourists and Tourism in a Visual World” titled as “The Use of Visual in Relation to Time-Space Behaviour of Cultural Tourists” (Isaac, R. & Barten, C.) University of Brighton, Eastbourne 13th -15th of June 2007.
- Paper presented at the International Academic Conference: Researching Destination Management, Policy and Planning: Linking Culture, Heritage and Tourism, titled as “Tracking Cultural visitors through time-space behaviour”, organised by the Centre for Tourism and Cultural Change, Leeds Metropolitan University, U.K and took place from 24-25 September 2007 in Riga, Latvia.
- Paper presented at the speech of lectorship “Cross-Cultural Management”, BREDA, Breda titled as “Mode 1,2 and 3 discourse in relation to the Palestinian Alternative Tourism”. October 4, 2007.





- Paper presented at the Seminar Tourism for Peace and Installation Lector Tourism for Peace titled as “Another Palestinian Voice in Tourism Development”, at CHN Christelijke Hogeschool Nederland, 9th November 2007.
- Paper presented at the International Tourism Conference ‘Cultural change and Transformation: Culture, Heritage and Tourism’ titled Alternative Tourism in Bethlehem, Palestine. Amman, Jordan, from 4th-8th of April 2009.
- Paper presented at the International Conference on ‘Sustainable Tourism: Issues, Debates & Challenges, Crete & Santorini, Greece, 22-25 April 2010, in collaboration with bucks new University and the Technological Education Institute of Crete, entitled “Ethnography of Hope in Extreme Places: Ahrendts’s Agora in Palestine”
- Paper presented at the ‘Sumud and the Wall Conference ‘Can the Segregation Wall be a Tourist Attraction’ at Bethlehem University, in collaboration with Oxford Brooks University, Utrecht University and Paris Est, 30 April- 1 May 2010.
- Paper presented at the International Sociologist Association (ISA) Sweden, entitled “Moving from Pilgrimage to ‘Dark’ Tourism: Reinventing Palestine”, from 11-17 July 2010.
- Paper presented at the International Congress on Middle Eastern Studies, entitled “Moving from Pilgrimage to Responsible Tourism: The Case of Palestine”, from 19-24 July 2010.
- Paper presented at the International Conference on Image, from 2-4 December 2010, Los Angeles, U.S., entitled ‘The Image Analysis of Bethlehem as a tourism destination: Media versus visitor’s blogs.
- Paper presented at the International Sociological Association Research Committee on International Tourism RC50, in Shangri-La, Yunnan Province, China 8-12 August 2011, entitled “Concrete Utopia in Palestine: The house of Clair Anastas”.
- Paper presented at the World Research Summit for Tourism & Hospitality, 10-13 December 2011, Hong Kong, entitled “Understanding visitor motivations at the sites of death and disaster: The cases of Dachau and 11-M Madrid.
- Paper presented at the 7th Final Workshop, Per Via Francigena cultural Route Project, Rimini, University of Bologna, 16-18 January 2013, entitled “The Territorial and Political Context of Heritage Trails in Palestine.
- Paper presented at the International Critical Tourism Studies Conference, Sarajevo 25-28th of June, entitled “Israel’s segregation wall will destroy my birthplace Battir, Palestine.
- Paper presented at the International Critical Tourism Studies Conference, Sarajevo 25-28th of June, entitled “We teach life sir”: Reflexivity in the tourism academia.
- Paper presented at the 5th International Tourism Destination Branding, Macau, 2-6th of December 2014, entitled Isaac & Cakmak “Is Destination Is Destination Marketing a “Mission Impossible” for the Conflict-Ridden Areas?
- Academic and Cultural Boycotting of Israel, paper present at the 10th Anniversary of Critical Tourism Studies, June 25, 2015 Opatija, Croatia.
- Paper presented entitled ‘the meaninglessness of borders in Palestine: We teach life sir, at the International Conference “Tourism Paradoxes: Challenges for scholarship and practice. Chiangmai, Thailand, 4-8 April 2016.
- Paper presented at the Popular Culture and American Culture Associated, San Diego, 10-15th of April 2017, entitled “Tourism, Progress and Peace: The emerging counter-discourse in Palestine.





- Paper presented “The Borderless(ness) in Palestine: We teach life sir” at the International Conference entitled Tourism Paradoxes: Challenges for scholarship and practice.

Keynote speaker

- Keynote speaker at the First Palestinian Tourism Conference in Bethlehem, Palestine, “Building Destination Palestine: Challenges and Opportunities” Bethlehem University 28-29 March 2007. [TEMPUS Project] funded by the EC.
- Keynote speakers at the first International workshop on Sustainable Rural Tourism in Palestine, “Moving from Pilgrimage to Rural Tourism’ welcome and unwelcome arguments and possible scenarios. 4-5 November, Birzeit University, Ramallah, Palestine.
- Keynote Isaac, R.K. (2014). Vision and visioning for tourism: the way forward an engagement (keynote). In Multi-stakeholder approaches in the developing sustainable tourism destinations in ASEAN, International Public Seminar, Centre for Community Based Tourism Institute, Payap University, 08-04-2014. Chiang Mai, Thailand.
- Keynote in a panel organized by the UNWTO entitled “Harnessing tourism’s power as an agent for promoting tolerance, understanding and dialogue between peoples, cultures and civilizations” at the 3rd World Forum on Intercultural Dialogue, shared cultures for shared security, 18-19 May, Baku, Azerbaijan.
- Keynote in a panel organized by the UNWTO entitled “religious tourism in the state of Palestine. 14-16th of June, 2015, Bethlehem, Palestine.
- Keynote speaker at the workshop on ‘Exploring tourism potential of Al-Quds Al Sherif/Jerusalem’, organized by the Organization of Islamic Cooperation, Istanbul 24-25 November 2015.
- President Research Committee 50, the International Sociological Association (ISA). Opening the conference ceremony, Chiangmai, Thailand 4-8 April 2016.
- Keynote presented at the ATLAS ‘Dark’ Tourism Conference in Inholland University of Applied Sciences, 18-20 February 2018.

Peer-reviewed articles in international journals

- Isaac, R.K. (2008): Master of Arts in Pilgrimage and Tourism. *Tourism and Hospitality Planning & Development* 5 (1), 73-76.
- Isaac, R.K. (2009) Can the Segregation Wall in Bethlehem be a tourist attraction? *Tourism and Hospitality Planning & Development* 6 (3), 247-254.
- Isaac, R.K. (2010a) Alternative tourism: New forms of tourism in Bethlehem for the Palestinian tourism industry. *Current Issues in Tourism* 13(1), 21-36.
- Isaac, R.K. (2010b) Palestinian Tourism in Transition: Hope, Aspiration, or Reality? *Journal of Tourism and Peace Research*, 1(1), 23-42.
- Isaac, R.K. (2010c) Moving from pilgrimage to responsible tourism: The case of Palestine. *Current Issues in Tourism* 13(6), 579-590.
- Isaac, R.K. (2011) Steadfastness and the Wall conference in Bethlehem, Palestine. *Tourism Geographies*, 13(1), 166-171.





- 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.
- Portegies, A., Haan, T., Isaac, R.K. and Roovers, L. (2011) Understanding Cambodian tourism development through contextual education. *Tourism, Culture and Communication* 11(2), 103-116.
- Isaac, R.K. and G.J. Ashworth (2012) Moving from pilgrimage to dark tourism: Leveraging tourism in Palestine. *Tourism, Culture and Communication* 11(3) 149-164.
- Cakmak, E. and Isaac, R.K. (2012) Image Analysis of Bethlehem: What can destination marketers learn from their visitors' blogs? *Journal of Marketing & Destination Management* 1(1-2), 124-133.
- Isaac, R.K. and V. Platenkamp (2012) Ethnography of hope in extreme places: Arendt's agora in controversial destinations. Critical Review Article. *Tourism, Culture and Communication* 12(2), 173-186.
- Isaac, R.K., E. Cakmak, and V. Platenkamp (2012) Message from paradise: Critical reflection on the tourism academy in Jerusalem. *Tourism, Culture and Communication*, 12(2), 159-171.
- Isaac, R.K. E. Cakmak, (2014) Understanding visitor's motivation at sites of death and disasters: The case of transit camp Westerbork, The Netherlands. *Current Issues in Tourism* 17(2), 164-197.
- Isaac, R.K. and Budryte, L. (2015) Interpreting the Emotions of Visitors: A Study of Visitor Comment Books at the Grūtas Park Museum, Lithuania. *Scandinavian Journal of Hospitality and Tourism*, 15(4) 400-424
- Hildebrandt, T. and Isaac, R. (2015) The tourism structures in Central Vietnam. Towards a Destination Management. *Tourism Planning and Development* 12(4), 463-478.
- Isaac, R.K. and Platenkamp, V. (2015) Concrete (Dy)Utopia in Bethlehem: A city of two tales. *Journal of Tourism and Cultural Change*, 14(2), 150-166.
- Isaac, R.K. & Platenkamp, V. (2015) Stranger, tourism. In J.Jafari & X. Honggen (Eds). *Encyclopedia of Tourism*. Springer.
- Isaac, R.K. (2015) Every utopia turns into dystopia. Opinion piece. *Tourism Management*, 51, 329-330.
- Ashworth, G. & Isaac, R.K. (2015) Have we Illuminated the dark: Shifting perspectives in dark tourism. *Tourism Recreation Research*, 40(3), 316-325.
- Isaac, R.K. (2015) Eurocentrism, tourism. In J.Jafari & X. Honggen (Eds). *Encyclopedia of Tourism*. Springer.
- Nawijn, J., Isaac, R.K, Liempt, A. and Gridnevskiy, K. (2015).: Holocaust memorials: Tourists expected emotional response: An exploratory study. *Current Issues in Tourism*, 21(2), 179-190.
- Nawijn, J., Isaac, R.K, Liempt, A. and Gridnevskiy, K. (2016) emotions clusters for concentration camp memorials. *Annals of Tourism Research*, 61, 244-247.
- Isaac, R.K. & Buda, M.D. (2016) Palestine. In: L. Lowry & Golson, G. (Eds). *Encyclopedia of International Tourism and Travel*. Sage.
- Ram, Y., Isaac, R.K., Shamir, O. and Burns, P. (2016). Geopolitics of tourism and academia in the Holy Land. *Tourism Planning & Development*, 14(3), 411-429.
- Cakmak, E. & Isaac, R.K. (2016). Drawing tourism to conflict-ridden destinations. Special Issue: Editorial. *Journal of Destination Marketing and Management*, 5(4), 291-293.
- Isaac, R.K. & Platenkamp, V. (2017) Value free research: Weber revisited. *Annals of Tourism Research*, 63, 223-225.
- Isaac, R.K. & Cakmak, E. (2017). Exploring the role of science and power relations in tourism studies: An introduction. Special Issue, Editorial. *Tourism, Culture and Communication* 17(1), 1-6.





- Cakmak, E. and Isaac, R.K. (2017). A future perspective on the future of tourism and power: A polyphonic dialogue in the Agora. Special Issue: Editorial. *Tourism, Culture and Communication* 17(1) 75-77.
- Liempt, A., Nawijn, J. & Isaac, R.K. (2017). Aan oorlog herinneren in tijd van oorlog. Het Verleden Verhalen - Herinneringscentra Investeren in Authenticiteit [Storytelling the Past - Memorials Invest in Authenticity] *Recreatie en Toersime*, feb. -maart 42-45
- Isaac, R.K. (2017). Transformational host communities: Justice tourism and the water regime in Palestine. *Critical Review Article. Tourism, Culture and Communication*, 17, 139-158.
- Isaac, R.K., Nawijn, J., Isaac, R.K, Liempt, A. and Gridnevskiy, K. (2019). Understanding Dutch visitors' motivations to concentration camp memorials. *Current Issues in Tourism*, 22(7), 747-762
- Isaac, R.K. & Abu Eid, T. (2019) Tourism destination's image: An exploratory study of alternative tourism in Palestine. *Current Issues in Tourism*, 19 (12), 1499-1522
- Isaac, R. & Velden, V. (2018) "The German source market perceptions: how risky is Turkey to travel to?", *International Journal of Tourism Cities*, <https://doi.org/10.1108/IJTC-11-2017-0057>
- Isaac, R.K. and Platenkamp, V. (2019). The Actualisation of the critical impulse in Critical Theory. Dialogical rationality around Rachel's Tomb in Bethlehem, Palestine. *Tourism Analysis* 13, 101-113.
- Isaac, R.K. & Eftychiou, E. (2019) CSR and Ethics in Tourism. Editorial. Introduction to the Special Issue. *International of Journal of Tourism Cities* 5(2), 125-129.
- Isaac, R.K and Platenkamp, V. (2019) Tourism and Cultural Dynamics: An intorudtcion. *Tourism, Culture and Communication* 19(4), 227-230.
- Isaac, R. (2021), "An Exploratory Study: The Impact of Terrorism on Risk Perceptions. An Analysis of the German Market Behaviours and Attitudes Towards Egypt:, *Tourism Planning & Development*, 18(1), 25-44. DOI: 10.1080/21568316.2020.1753106
- Isaac, R.K. (2021) Can you imagine Bethlehem without tourism: The impacts of Covid-19 on Bethlehem, Palestine. *Current Issues in Tourism. Online*.
- Gössling, S., Fernandez, S., Martin-Rios, C., Reyes, S., Fointiat, V. Isaac, R.K. & Lunde, M. (2021) Restaurant tipping in Europe: a comparative assessment. *Current Issues in Tourism*, 24(6), 811-823 DOI: [10.1080/13683500.2020.1749244](https://doi.org/10.1080/13683500.2020.1749244)
- Isaac, R.K. & Van den Bedem, A. (2021). The impacts of terrorism on risk perception and travel behaviour of the Dutch market: Sri Lanka as a case study. *International Journal of Tourism Cities* 7(1), 63-91.
- Isaac, R.K. & Keijzer, J. (2021). Leisure Travel Intention following a period of Covid 19 crisis: A case study of the Dutch market. *International Journal of Tourism Cities* DOI: 10.1108/IJTC-08-2020-0158

Books

- Co-editor "Isaac, R.K., C.M. Hall and Higgins-Desbiolles, F. (2016) *The Politics and Power of Tourism in Palestine*. London: Routledge.





- Co-editor "Isaac, R.K., Cakmak, E. & R. Butler (2019) *Tourism and hospitality in conflict-ridden destinations*. London: Routledge
- Co-editor (forthcoming) E. Cakmak, R.K. Isaac, & R. Butler *The practice of tourism stakeholders in Covid-19 affected destinations*. Channel View.

Book chapters published

- Isaac, R.K. and Platenkamp, V. (2010) Volunteer tourism in Palestine: A normative approach. In: O. Moufakkier and I. Kelly (Eds.) *Tourism, progress and peace* (pp.148-161) London: CABI Publishing.
- Isaac, R.K. and Barten, C. (2010) The use of visual in relation to time-space behaviour. In: P. Burns, J-A. Lester and L. Bibbings (Eds.) *Tourism and Visual Culture Volume 2* (pp. 84-93) London: CABI Publishing.
- Isaac, R.K. (2013) Palestine: Tourism under occupation: The ramifications of tourism in Palestine. In: D. Butler and S. Wantanee (Eds.) *War and Tourism: A complex relationship*. London: Routledge.
- Isaac, R.K. (2014). Responsible tourism and the development of the context of peace. In C. Wohlmuther and W. Wintersteiner (Eds). *International Handbook on Tourism and Peace*. Centre for Peace Research and Education. DRAVO.
- Isaac, R.K. (2014) Wail of Horror: Empathic Dark Tourism in Palestine In H. Andrews (Ed.) *Tourism and Violence*. London: Ashgate (pp.125-144).
- [Isaac, R.K., Platenkamp, V., Higgins-Desbiolles, F. and Hall, C.M. \(2016\) Giving Palestinian tourism \(s\) a voice. In: R. Isaac, C.M. Hall and F. Higgins-Desbiolles \(Eds\) *The Politics and Power of Tourism in Palestine*. London: Routledge.](#)
- [Cakmak, E. and Isaac, R.K. \(2016\) The state of Palestine: The newest country probably with the oldest nation brand in the world. In: R. Isaac, C.M. Hall & F. Higgins-Desbiolles \(Eds\) *The Politics and Power of Tourism in Palestine*. London: Routledge.](#)
- [Selwyn, T. and Isaac, R.K. \(2016\) Towards the future of tourism and pilgrimage in Bethlehem, Jerusalem and Palestine. In: R. Isaac, C.M. Hall & F. Higgins-Desbiolles \(Eds\) *The Politics and Power of Tourism in Palestine*. London: Routledge.](#)
- [Isaac, R.K. \(2016\) Pilgrimage tourism to Palestine. In R. Isaac, C.M Hall and F. Higgins-Desbiolles \(Eds\) *The Politics and Power of Tourism in Palestine*. London: Routledge](#)
- Isaac, R.K. (2017). Taking you home. Masar Ibrahim Al-Khalil, Palestine. In C.M. Hall, Y. Ram, and N. Shoval (eds). *Walkability in Tourism Studies*. London: Routledge.
- Isaac, R.K. (2018). Religious tourism in Palestine: Challenges and Opportunities. In. R. Butler and W. Suntikul (eds) *Tourism and Religion*. Channel View Publications.
- Isaac, R.K. & Platenkamp, V. (2018) Dionysus versus Apollo: An uncertain search for identity through dark tourism: Palestine as a case study. In Stone et al(eds) *Palgrave handbook for dark tourism*.
- Isaac, R.K. (2018) Moving from Pilgrimage to dark tourism? A new kind of tourism in Palestine. Sharon B. Gmelch & Adam Kaul (eds) *Tourists and Tourism*, 3rd edition. Waveland Press: USA.
- Isaac, R.K. (2019) Tourism as a tool for colonization, segregation and displacement: The case of East Jerusalem. In: D. Timothy (ed) *Tourism in the Middle East and North Africa* (pp. 213-230). London: Routledge.
- Isaac, R.K. (2019) Understanding Dutch customers' attitude towards safety and security. In: R. Isaac, E. Cakmak & R. Butler (eds) *Tourism and hospitality in conflict-ridden destinations*. London: Routledge.





- Isaac, R.K. & Wichniewski, J. (2020) How credible is Vancouver's new destination brand? An analysis of a destination brand promise and the tourist brand experience. In: A.M. Morrison & J.A. Stefaniak (eds) *Routledge Handbook of Tourism Cities*. London: Routledge. <https://www.routledge.com/Routledge-Handbook-of-Tourism-Cities/Morrison-Coca-Stefaniak/p/book/9780367199999>
- Isaac, R.K. (2021) Cultural heritage in Palestine: Challenges and opportunities. In: S. Siamak & C.M. Hall (eds) *Cultural Heritage in the Middle East and North Africa*. London: Routledge. <https://www.routledge.com/Cultural-and-Heritage-Tourism-in-the-Middle-East-and-North-Africa-Complexities/Seyfi-Hall/p/book/9780367232719>
- Isaac, R.K. (2021) Doing Fieldwork in Palestine: Checkpoints, Access Restrictions, Security and Well-being. In: Brook, A. Porter, Heike A. Schänzel, & J. Cheers. *Masculinities in the Field: Tourism and Transdisciplinary Research*. Bristo: Channel View Publications. [Multilingual: Title Detail Masculinities in the Field by Brooke A. Porter \(multilingual-matters.com\)](#)
- Isaac, R.K. (2021) Pilgrimage Tourism to Palestine: The 'Come and See' Initiative in Palestine. In: Darius Liutikas (ed) *Pilgrims: Values and Identities*. Wallingford: CABI Publishing.
- Isaac, R.K & R. Fihallo (Brazil forthcoming): Safety, Security and Risk Management in Tourism: The Image of Brazil: An exploratory study: Dutch Tourists' Intention to (Re)Visit Brazil under Bolsonaro area.
- Disaster & Rituals Handbook (forthcoming), (Tilburg University) Restoring a negative destination image: The case of Palestine.
- Gender Integration in the Tourism Sector (forthcoming): Women Empowerment through Community-based Tourism in Bethlehem Governorate. CABI Publishing
- Host Communities and Pilgrimage Tourism: Forthcoming: (Asia and Beyond, Springer): this chapter deals with socio-cultural impacts of pilgrimage tourism in Palestine, which is the backbone of the tourism economy. In addition, this chapter review the recent developments that took place in terms of UNESCO world heritage sites and protection initiatives to boost the pilgrimage tourism sector.
- The Intersection between tourism and exile: Justice tourism in Bethlehem, Palestine (forthcoming) In: K. Adams (ed) *Tourism and exile*. Routledge.

Other Publications

- External Observer's report (2007): TEMPUS Project European Commission: Master of Arts in Pilgrimage and Tourism.
- Isaac, R.K. (2008): Research line at the Associate Professorship of the Centre for Cross-Cultural Understanding. In: Platenkamp, V. (Ed) *The Global and The Local, Inclusive Thinking About Cultures in Breda and The Rest of the World*. BREDA Breda: BREDA Academic Essay No.2.
- Isaac, R.K. (2008) *Understanding the Behaviour of Cultural Tourists: Towards a classification of Dutch cultural tourists*. PhD dissertation. Amsterdam: University of Groningen.
- Isaac, R.K. (2008) Mode 1,2, and 3 in relation to Palestinian tourism. In: V. Platenkmap (ed.) *The global and the local: Thinking inclusively about cultures in Breda and the rest of the world*. Breda: BREDA Expertise Serie 3.
- Isaac, R.K. (2009) Understanding the behaviour of cultural tourists. In: *Academie voor Toerisme, Kennis voor uw Inspiratie*. Breda: BREDA.





- Isaac, R.K., Platenkamp, V. and Portegies, A. (2009). Introduction: Voices in Tourism Development. In: R. Isaac, V. Platenkamp and A. Portegies (Eds.) *Voices in tourism development: Creating spaces for tacit knowledge and innovation*. Breda: BREDA Expertise Series.

Europass Curriculum Vitae

Personal information

First name(s) /
Surname(s) **ERDINÇ ÇAKMAK**

Address(es) 47, Romuluslaan 5631JT Eindhoven, the Netherlands

Telephone(s) Office +31765332732 Mobile: +31614127805

E-mail Cakmak.e@buas.nl work erdinccakmak@gmail.com private

Nationality ▪ Dutch - Turkish

Date of birth ▪ 16/04/1973

Gender ▪ Male

Work experience

▪

Name and address of
employer Breda University of Applied Sciences, Breda, the Netherlands

Dates from March 2007 to present

Occupation or position
held *Senior Lecturer in Tourism*





Main activities and responsibilities	<ul style="list-style-type: none"> ▪ Lecturer in the subjects: Tourism Destination Marketing (graduate), Integrated Marketing Communications (undergraduate), Feasibility Studies (undergraduate), Management and Organisational Behaviour (undergraduate), Analysing Tourism Markets (undergraduate), Project Management (undergraduate), Tourism Principles and Practice (graduate), Financial Management (undergraduate), International Marketing (undergraduate), Consumer Behaviour and Marketing Management (undergraduate), Tourism Destination Management (undergraduate), ▪ Supervising the Fieldwork (research study) at various destinations in Bali, (Indonesia) and, Ko Samoi, Ko Lanta, Ko Chang and Ko Phangan, (Thailand), Cambodia, Vietnam, Singapore, Australia, Myanmar. In this research study, students have to do a destination analysis through observation, interviews, talking to local communities, talking to various stakeholders at the destination, NGO, society leaders and private-public sector organisations. In another research study we have conducted value chain analyses of subsectors in tourism at several destinations in East Asia. ▪ Supervising the undergraduate and postgraduate students for their graduation dissertations projects.
Name and address of employer	Bakx Foods, Veldhoven, the Netherlands
Type of business or sector	Sector meat processing for the FMCG
Dates	from February 2001 to November 2005
Occupation or position held	Interim Marketing Manager
Main activities and responsibilities	My tasks and responsibilities have included leading international marketing & branding campaigns and corporate image and identity of the firm. In this work context, I was in charge of the works with defining the appropriate marketing strategies, choosing the product mix (that accounts also NPD), benchmarking and analyzing competition, performing customer loyalty analyses, analyzing data and market research on foreign markets, and consequently translating these analyses into strategic and pragmatic advice to the head of the company. Internally I worked closely with marketing, sales and R&D teams; externally with foreigner marketers in West Europe. I coached a brand manager and reported directly to the general manager. My essential success in this period was formulating an innovative new product development plan and translating it to new concepts and product introductions of two trademarks.
Name and address of employer	KARE Printing and Packaging Co. Ltd., Ankara, Turkey
Type of business or sector	Printing industry
Dates	From February 2000 to January 2001
Occupation or position held	Senior project manager





Main activities and responsibilities	<p>I was in charge of a project with focus on introduction of a new product line, namely the <i>relief-ink labels</i>. I supervised the project team, i.e. established a multi-discipline team in co-operation with the marketing and R&D teams, collected, implemented and used know-how and experience for the purpose of improving project performance, co-ordinated project activities in order to obtain an optimum performance for the project and the entire organization, introduced sales team to potential customers, led introduction campaigns in the Turkish and Russian markets, eventually supervised the close-up reports and evaluated all the team workers to the management team. Additionally, I supervised project related external and internal cost reporting as a budget responsible person. The introduction of the product is realized successfully within the appointed time and formulated budget.</p> <p>▪</p>
Name and address of employer	Artemisi Co. Ltd., Tbilisi, Georgia
Type of business or sector	Foreign Trade and Consultancy
Dates	From December 1998 to January 2000
Occupation or position held	Country manager
Main activities and responsibilities	<p>This company was formed as a marketing and management company with an exceptional large scope that is not common in West Europe. My first task was making restructuring plans on this newly acquired business. Under my supervision the company specialized to introduce western marketing and management concepts in this former Soviet republic. Our customers were from the private sector as well as the public sector. In my position, I was directly responsible for the organization at the national level. Additionally, I was involved in forming organisational activities in the Caucasus region. My good communicative skills were vitally important for the success of my organization in this region: I was for the local clients as well as the highly placed public officials' most important discussion partner. I supervised a team consisted of eight multi-functional personnel. We developed and implemented several projects in the assigned market areas. One of the projects was formulating tactical strategic marketing plans for <i>Rustavi Vodka</i>, Vobi Ltd. Consequently, the premium product achieved a silver medal on December 1999 in Moscow and subsequently within two years the company got market leadership in Georgia.</p> <p>▪</p>
Education and training	▪
Title of qualification awarded	Ph. D. in Social Sciences
Dates	2014-2020
Name and type of organisation providing education and training	Wageningen University and Research, The Netherlands
Title of the dissertation	The Practice of Informal Tourism Entrepreneurs: A Bourdieusian Perspective".





Personal Skills

Other language(s)

Language	Reading	Speaking	Writing
Turkish	native		
English	fluent	fluent	fluent
Dutch	very good	very good	good
German	very good	good	good

Self-assessment

Social skills and competences

- Diplomatic, experienced international management and cross-cultural skills, capable to adjust to complex and intercultural context situations.

Technical skills and competences

User of statistic software programs for research SPSS, LISREL, LIMDEP, NVIVO

- Lecturing skills, cross cultural negotiating skills, business accounting, advanced qualitative data and quantitative data analysis, and feasibility analysis skills.

Additional information

SPECIFIC COUNTRIES EXPERIENCE

Country	Date	Type of assignment/activity
The Netherlands	2001 - present	Marketing manager, researcher and lecturer
Turkey	1997-98; 2000	Marketing innovative products, sales
Georgia	1998 - 2000	Investment analysis, defining strategy, lobbying,
Germany, UK, France, Sweden, Belgium, Denmark, the Netherlands	2001 - 2005	Introducing a product line including two brands in the FMCG sector. Further setting up a distribution network for retailers in these countries.
Cambodia, Vietnam, Singapore, Thailand, Indonesia, Australia	2007 - present	Field research assignments regarding destination analyses of certain regions, value chain analyses of sectors in these countries are accomplished

INVITED TALKS, CONFERENCE PRESENTATIONS (2010-2014)

1. Globalization of the Tourism Industry: Homogenization versus Distinctiveness". Panelist in the ScoT webinar Series, 17 April 2021.
2. "Unpacking the Habitus of Informal Tourism Entrepreneurs", in the CAUTHE conference "Sustainability of Tourism, Hospitality & Events in a Disruptive Digital Age", Cairns, Australia, 11-14 February 2019.
3. "Contested Experiential Spaces in Urban Destinations: A Case Study from Barcelona, Spain", in the 19th ISA World Congress of Sociology, Toronto, Canada, 20 July 2018.





4. Organizer and co-chair of the session “Silenced Voices and Lingua Franca in Tourism”, in the RC50, 19th ISA World Congress of Sociology, Toronto, Canada, 15-21 July 2018.
5. “The PEGIDA movement and social conflict in Dresden, Germany: An investigation of the impacts of far right populism on tourism in the Europe”, in the CAUTHE conference “Get Smart: Paradoxes and Possibilities in Tourism, Hospitality and Events Education and Research”, Newcastle, Australia, 5-8 February 2018.
6. “Field mechanisms in informal entrepreneurship”, in the CAUTHE conference “Time for Big Ideas? Rethinking the Field for Tomorrow”, Dunedin, New Zealand, 7-10 February 2017.
7. “Challenges in marketing and branding of conflict-ridden destinations: Istanbul as a case study”, in the Inaugural Conference of the *International Place Branding Association, London, UK*, 7-9 December 2016.
8. Co-chair of the international conference “Tourism Paradoxes: challenges to scholarship and practice”, Chiang Mai, Thailand, 5-8 April 2016.
9. “The livelihood strategies of informal tourism entrepreneurs in Thailand” and chair of the session Corporate Social Responsibility in the 3rd World Research Summit for Tourism and Hospitality, Orlando, USA, 15-19 December 2015.
10. Co-chair of the session “Science and power relations in tourism studies”, in the RC50, 18th ISA World Congress of Sociology, Yokohama, Japan, 13-19 July 2014.
11. Chair of the special session “The marketing and branding of conflict-ridden destinations”, in the 5th International Conference on Destination Branding and Marketing, Macau, China, 3-5 December 2014.
12. “Challenges and opportunities of destination marketing”, speaker and PhD trainer in the Training School for COST Action IS1204, Warsaw, Poland, 6 November 2013.
13. “Contested labour – challenges and opportunities of informal labour in tourism”, in the 5th Critical Tourism Studies Conference, Sarajevo, Bosnia Herzegovina, 25-28 June 2013.
14. “Vietnam’s destination brand: the link between tourist satisfaction and willingness to purchase Vietnamese export products” in the 4th International Conference on Destination Branding and Marketing, Cardiff, Wales, 4-6 December 2012.
15. “A cameo effect on sponsorship brands?: examining the evaluations of tourists during the 2010 South Africa FIFA World Cup” in the 19th European Association of Sport Management Conference, Madrid, Spain, 7-10 September 2011.
16. “Importance of country image to mega-event sponsorship brands: comparison of Vancouver Winter Olympics and South Africa FIFA World Cup” in the 7th Global Brand Conference of the Academy of Marketing’s Brand Corporate Identity and Reputation Special Interest Group, Oxford, United Kingdom, April 5-7, 2011.
17. “What destination marketers can learn from their visitors’ blogs: an image analysis of Bethlehem, Palestine” in the First International Image Conference, Los Angeles, USA, December 2-3, 2010.





Recent peer-reviewed articles/book chapters in international journals

- Çakmak, E., Lie, R., Selwyn, T., & Leeuwis, C. (2021). Like a fish in water: Habitus adaptation mechanisms of informal tourism entrepreneurs in Thailand. *Annals of Tourism Research*, 90, 103262. (2020: Impact factor 9.011)
- Çakmak, E., & Çenesiz, M. A. (2020). Measuring the size of the informal tourism economy in Thailand. *International Journal of Tourism Research*, 22(5), 637-652. (2020: Impact factor 4.774)
- Çakmak, E., Lie, R., & Selwyn, T. (2019). Informal tourism entrepreneurs' capital usage and conversion. *Current Issues in Tourism*, 22(18), 2250-2265. (2020: Impact factor 7.134)
- Çakmak, E. (2019). Protest as a negative event in the streets of urban tourism destinations. Response to Laura Gorlero's article;" PEGIDA and the social conflict in Dresden: an investigation of the economic, social and cultural impact". *Tourism Destination Management Insights*, 2019(3), 25-26.
- Çakmak, E., Lie, R., & McCabe, S. (2018). Reframing informal tourism entrepreneurial practices: Capital and field relations structuring the informal tourism economy of Chiang Mai. *Annals of Tourism Research*, 72, 37-47. (2020: Impact factor 9.011)
- Çakmak, E., & Isaac, R. (2017). A future perspective about tourism and power: A polyphonic dialogue in the agora. *Tourism Culture & Communication*, 17(1), 75-77. (2020: Impact factor 0.901)
- Isaac, R., & Çakmak, E. (2017). Exploring the role of science and power relations in tourism studies: An introduction to the special issue. *Tourism Culture & Communication*, 17(1), 1-6. (2020: Impact factor 0.901)
- Çakmak, E. and Isaac, R.K. (2016). Drawing tourism to conflict-ridden destinations. *Journal of Destination Marketing and Management*, 5(4), 291-293. (2020: Impact factor 7.391)
- Isaac, R.K. and Çakmak, E. (2016). Understanding the motivations and emotions of visitors at Tuol Sleng Genocide Prison Museum (S-21) in Phnom Penh, Cambodia. *International Journal of Tourism Cities*, 2(3), 232-247. (2020: Impact factor 2.601)
- Nadeau, J., O'Reilly, N., Çakmak, E., Heslop, L., Verwey, S. (2016). The Cameo Effect of Host Country and the Transitory Mega-Event: Patterns of Effect on Sponsorship Evaluation for Sport Tourists and Residents. *Journal of Sport Management*, 1-43. (2020: Impact factor 2.359)
- O'Reilly, N., Armenakyan, A., RR Lu, I., Nadeau, J., Heslop, L., Çakmak, E. (2016). Sport mega-events and tourism: contrasting the influence of host country and event. *International Journal of Sport Management and Marketing*, 16 (3-6), 280-296. (2020: Impact factor 0.881)





- Çakmak, E. and Isaac, R.K. (2016). The State of Palestine: the newest country probably with the oldest nation brand in the world” as book chapter in the edited book “The Politics and Power of Tourism in Palestine”.
- Isaac, R.K. and Çakmak, E. (2014), “Understanding visitor's motivation at sites of death and disaster: The case of former transit camp Westerbork, The Netherlands”, *Current Issues in Tourism*, 17 (2), 164-179.
- Isaac, R.K., Platenkamp, V., and Çakmak, E. (2012), “Message from Paradise. Critical reflections on tourism academy in Jerusalem”, *Tourism Culture and Communication*, 12 (2), 159-171.
- Çakmak, E. and Isaac, R.K. (2012), “What destination marketers can learn from their visitors’ blogs: an image analysis of Bethlehem, Palestine”, *Journal of Destination Marketing and Management*, 1(1-2), 124-133.
- Benedetti, J., Çakmak, E. and Dinnie, K., (2011), “The competitive identity of Brazil as a Dutch holiday destination”, *Place Branding and Public Diplomacy*, 7(2), 107-115.

BOOK CHAPTER

- Çakmak, E., Gorlero, L. (2019). “The PEGIDA movement and social conflict in Dresden, Germany: an investigation of the impacts of far-right populism on tourism in Europe.” In the edited book “Tourism and Hospitality in Conflict-ridden Destinations” by Isaac, R., Çakmak, E., & Butler, R. 153-167, Routledge, London.
- Çakmak, E. and Isaac, R.K. (2016), “The State of Palestine: the newest country probably with the oldest nation brand in the world” in the edited book “The Politics and Power of Tourism in Palestine” by Isaac, R., Hall, M., Higgins-Desbiolles, F., 228-243, Routledge, London.

AD HOC REVIEWER IN PEER REVIEWED JOURNALS (alphabetically)

- Anatolia (2018 – current)
- Annals of Tourism Research (2018 – present)
- International Journal of Tourism Cities (2019 – present)
- Journal of China Tourism Research (2020 – present)
- Journal of Current Issues in Tourism (2013 – present)
- Journal of Destination Marketing and Management (2012 – present)
- Journal of Environmental Planning and Management (2011 – 2016)
- Journal of Heritage Tourism (2020 – present)
- Journal of Sustainable Tourism (2018 – present)
- Journal of Tourism Futures (2020 – present)
- Tourism Culture and Communication (2010 – present)
- Tourism Geographies (2020 – present)
- Tourism Management (2017 -present)
- Tourism Management Perspectives (2018- present)

Annually I review between 60 to 70 journal article submissions.

RECOGNITION

- Journal of Destination Marketing and Management, *Editorial board member*





- Journal of Tourism, *Editorial advisory board member*
- Journal of Tourism, Heritage & Services and Marketing, *Editorial advisory board member*
- Ecoforum Journal, *Editorial advisory board member*
- Vice president of Research Committee 50 (RC50) on International Tourism, The International Sociologist Association (ISA) since 2014 until now.

GUEST EDITORSHIP IN PEER-REVIEWED JOURNALS

1. Guest co-editor of a special issue "Marketing and branding of conflict-ridden destinations" in *Journal of Destination Marketing and Management*, Dec. 2016, Vol. 5, Issue 4.
2. Guest co-editor of a special issue 'Tourism and power' in *Tourism, Culture and Communication*, Jan. 2017, Vol. 17

INTERNAL SERVICE

- Member of the academy council – led the subgroup academy strategy and finance (2014- 2018)
- Member of the research group Centre of Sustainability, Transport and Tourism (2018 – present)
- Management team member of the MA Tourism Destination Management (2017 – present)
- Thesis coordinator of the master program (2016 – present)

Europass Curriculum Vitae

Personal information

First name(s) / Surname	Raymond Joseph Boland		
Address	Maria van Loontoren 38, 4811 BR, Breda, The Netherlands		
Telephone(s)	0031 (0)76 530 2203 (work)	Mobile:	0031 (0)6 17688424
Fax)	0031 (0)76 530 2295 (work)		
E-mail	boland.r@buas.nl		
Nationality	Irish		
Date of birth	17 May 1958		
Gender	Male		

Work experience





Dates	September 2000 to present (full-time)
Occupation or position held	Lecturer in English Language
Main activities and responsibilities	Co-ordinate English Language courses on the International Tourism Management Studies programme
Name and address of employer	Breda University of Applied Sciences Breda. Mgr.Hopmansstraat 1, 4817 JT, Breda
Type of business or sector	University of Applied Sciences
Dates	April 2000 to August 2000
Occupation or position held	English Language teacher (freelance)
Main activities and responsibilities	Teaching one-to-one English to business clients
Name and address of employer	Elsevier Talen, Ijsellaan 82, 6826 DW Arnhem
Type of business or sector	Private language school
Dates	November 1999 to August 2000
Occupation or position held	English Language lecturer (part-time)
Main activities and responsibilities	English language teaching to undergraduates and to ancillary staff. Development of course materials
Name and address of employer	Worlneth, University of Maastricht, Minderbroedersberg 8, 6211 LK, Maastricht
Type of business or sector	University
Dates	October 1999 to August 2000
Occupation or position held	English Language Teacher (freelance)
Main activities and responsibilities	Teaching English to business clients
Name and address of employer	Horizon-Interlingua, Postbus 121, 3980 CC, Bunnik
Type of business or sector	Private language school
Dates	October 1997 to September 1999
Occupation or position held	English language trainer (full-time)
Main activities and responsibilities	English language teaching and leading seminars
Name and address of employer	Stevens English Language Training, Rüttenscheider Strasse 68, 45130, Essen, Germany





Type of business or sector	Private language school
Dates	September 1984 to August 1997
Occupation or position held	English Language lecturer (full-time)
Main activities and responsibilities	Lead the English language team, develop materials and courses and liaise with exam boards.
Name and address of employer	Uxbridge College, Park Road, Uxbridge, Middlesex, UB8 1NQ, United Kingdom
Type of business or sector	College of Further Education
Dates	September 1983 to August 1984
Occupation or position held	English Language lecturer (part-time)
Main activities and responsibilities	English language teaching
Name and address of employer	Paddington College London/ West Ham College/ Vauxhall College United Kingdom
Type of business or sector	Colleges of Further Education
Dates	October 1979 to August 1982
Occupation or position held	Post man and laboratory technician
Main activities and responsibilities	Post sorting and testing of sugar samples
Name and address of employer	Royal Mail Foreign Section London and British Sugar Corporation Telford Shropshire, United Kingdom
Type of business or sector	Post Office and Sugar Refining

Education and training

Dates	July 1997
Title of qualification awarded	Cambridge Certificate of English Language Teaching to Adults
Principal subjects/occupational skills covered	English Language teaching to non-native speakers
Name and type of organisation providing education and training	English Language school
Level in national or international classification	NA





Dates	February 1988
Title of qualification awarded	Master of Arts in Film Studies
Principal subjects/occupational skills covered	Film Studies
Name and type of organisation providing education and training	Polytechnic of Central London
Level in national or international classification	
Dates	July 1983
Title of qualification awarded	Certificate of Education (Further Education)
Principal subjects/occupational skills covered	Teaching
Name and type of organisation providing education and training	Garnett College, London
Level in national or international classification	NA
Dates	July 1979
Title of qualification awarded	Bachelor of Arts (Hons) 2:1 in Politics
Principal subjects/occupational skills covered	Politics
Name and type of organisation providing education and training	University of York
Level in national or international classification	





Personal skills and competences

Mother tongue

English

Other language(s)

Dutch and German

Self-assessment

European level ()*

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
	C1		C1		C1		C1		B1
	C1		C2		C1		B2		B1

Dutch

German

Social skills and competences

I am used to working in an international environment

Organisational skills and competences

Team work and adherence to deadlines are strong points in my approach to work. I am resistant to stress.

Technical skills and competences

I can produce high quality English text

Computer skills and competences

Reasonable facility with standard software

Artistic skills and competences

I can produce and edit video – see my contribution to the www.cityoneminutes.org website – Bangkok(2)

Driving licence

I possess a driving licence for categories B, BE and AM

Name Jeroen Klijs PhD

Date of birth 14 June 1979

Place of birth Breda

Nationality Dutch

email Klijs.j@buas.nl





EDUCATION

2010 - 2016 **PhD research 'Economic impacts of tourism' (see work experience)**

2002 - 2006 **Erasmus University Rotterdam**

MSc: 'Urban, port and transport economics'

Graduated 'Cum Laude'

WORK EXPERIENCE

2019 - ... **Breda University of Applied Sciences**

Professor Social Impacts of Tourism

The professorship Social Impacts of Tourism has the ambition to offer knowledge, instruments and support to places that want to have tourism contribute - through its social impact - to become (more) attractive to recreate, live and work in. More specifically, we

Apply a broad range of instruments to measure and monitor the impacts of tourism.

Improve the quality of impact measurement by developing new instruments and by exchanging knowledge with other institutions carrying out impact analyses.

Provide knowledge and assistance to places that are creating alliances. Including all relevant stakeholders in tourism decisionmaking is not easy. Still, this is essential for the sector to have a voice in public debate and for developing effective impact management strategies.

Help places by gaining and providing knowledge on impact management strategies

Contribute to public and academic debate.

2010 - 2019 **Breda University of Applied Sciences**

Researcher, lecturer and thesis supervisor

Economics of Tourism / Socio-economic impacts of tourism / Urban tourism / Overtourism / Regional development / City & Regional marketing

2010 - 2016 **Wageningen University**





External PhD-candidate, lecturer, thesis and internship supervisor

Conducting a PhD research into the economic impacts of tourism, as an external PhD-candidate of Wageningen University and within the framework of the SusTRIP-program, a project part-financed by the Interreg 2 Seas program.

Data of PhD defense: 19-2-2016

2007 - 2014 RHV BV (Part of the Erasmus University Rotterdam)

Researcher, course coordinator, lecturer and thesis supervisor

Contributing to a number of research projects including 'Partners for Healthy Cities' (see project overview).

Coordinator of the 'Master City Developer' (MCD). The MCD, jointly organised by the Erasmus University Rotterdam, Technical University Delft and the Municipality of Rotterdam is a two-year post-academic MSc-course about urban area development. The course is intended for professionals with at least 5 years relevant working experience. Lecturer in regular and post-academic MSc programs.

2006 - 2007 ECORYS Rotterdam BV (Transport division)

Junior consultant

Contributing to a wide range of projects including projects involving urban public transport, road safety and inland waterway transport.

2005 - 2006 BRO Vught / Platform Binnenstadsmanagement

Trainee

Conducting a research into the subject of Dutch inner-city promotion, with the aim of determining methods to increase the effectiveness and efficiency.

PROFESSIONAL PUBLICATIONS

Klijs, J., Mitas, O., Straatman, SB., Proper, J., & Weppner, JGG. (2018). Gebruiken van OV voor het reizen naar toeristische attracties: Hoe makkelijk is dat? [Using public transport to travel to attractions] In T. Vermeulen [et.al] (Ed.), Trendrapport toerisme, recreatie en vrije tijd 2018 (pp. 552-559). Nieuwegein: PleasureWorld NRIT.

Klijs, J. & Dynamic Concepts Consultancy (2018) Bezoekersonderzoek & Effectmeting Dutch Design Week 2017, Dutch Design Foundation





Klijs, J. (2018) Economische impact van toerisme in de gemeente Oosterhout [Economic impact of tourism in the municipality of Oosterhout], Gemeente Oosterhout.

Peeters, PM., Gössling, S., Klijs, J., Milano, C., Novelli, M., Dijkmans, CHS., Eijelaar, E., Hartman, S., Heslinga, J., Isaac, R., Mitas, O., Moretti, S., Nawijn, J., Papp, B. & Postma, A., 2018, Research for TRAN Committee - Overtourism: impact and possible policy responses, Brussels: European Parliament, Directorate General for Internal Policies, Policy Department B: Structural and Cohesion Policies, Transport and Tourism. 260 p.

Klijs, J., Nguyen, C. & Ranjani Das Battula, P., (2018), Potentieel en impact van een superjachthaven in Rotterdam [Potential and impact of a superyacht marina in Rotterdam], Breda: Breda University of Applied Sciences. 44 p.

Klijs, J., Curvers, J. J., Mitas, O. & Korteweg Maris, D. M. (2017) Het belang van toerisme voor de detailhandel in Nederlandse gemeenten [The impacts of tourism for retail in Dutch municipalities], In: Trendrapport toerisme, recreatie en vrije tijd 2017. Vermeulen, T., Bijl, J., Rooijackers, M., Hartman, S., van der Most, K., Heerschap, N., Schreven, L., Breedveld, K. & van Wijk, K. (eds.). Nieuwegein: NRIT Media; CBS, p. 350-355

Mainil, T., Eijelaar, E., Klijs, J., Nawijn, J., Peeters, P., (2017), Research for TRAN Committee – Health tourism in the EU: A general investigation, Breda: NHTV Breda University of Applied Sciences

Klijs, J., Dynamic Concepts Consultancy, (2017), Een-meting monitor vrijetijdseconomie Brabant: Stand van zaken [Monitor economic impact of tourism in the Province of Brabant; The state of affairs], 2017, Eindhoven.

Klijs, J., & Dynamic Concept Consultancy (2017). Regio West-Brabant Bijdrage potentieel Vrijetijdsector [Economic Impact of Tourism in West-Brabant], Eindhoven

Klijs, J., Curver, J., Mitas, O., Korteweg-Maris, D., Witte, J.J. (2017), Toeristische Impact in Detailhandel [Impact of tourism on retail], Breda: Celth

Klijs, J., Hartman, S., Singleton, P., Richards, G., Cornelisse, M. (2016). Attraction Development Study Amsterdam Metropolitan Area, Breda: Celth

Klijs, J., Kwint, N., Korteweg Maris, D. & Curvers, J. (2016). Economische impact toerisme in de gemeente Ede [Economic impact of tourism in the municipality of Ede], Breda: NHTV

Korteweg Maris, D.M. & Klijs, J. (2016). Economische Effect Rapportage Brouwerseiland [Economic impact report Brouwerseiland]. Vlissingen: Celth.

Klijs, J., Bongaerts, RMJ., & Peeters, PM. (2016). Manual CARMACAL carbon calculator. NHTV University of Applied Sciences.

Klijs, J. & Singleton, P. (2016) Wat bepaalt het succes van een toeristisch-recreatieve attractie [What determines the success of a tourist attraction?]. Trendrapport toerisme, recreatie en vrije tijd 2016. de Bruijn, K., Vermeulen, T., Korteweg Maris, D., Rooijackers, M., van der Most, K., Heerschap, N., Schreven, L., Breedveld, K., Hartman, S. & van Wijk, K. (eds.). Nieuwegein: NRIT Media/CBS/CELTH/NBTC Holland Marketing/NRIT Media, p. 505-510 6 p.





- Klijs, J. & Korteweg Maris, D.M. (2015). Zeezeilcentrum Breskens, verwacht maatschappelijke economische effecten [Zeelzeilcentrum Breskens, expected societal impacts]. Breda: Celth/NHTV.
- Klijs, J. & Korteweg Maris, D.M. (2014). Economische Effect Rapportage VrijetijdseconomieZeeland 2013 [Economic impact of tourism in the province of Zeeland], Breda: Kenniscentrum Kusttoerisme/CELTH.
- Klijs, J. (2014). Economische effecten Zeeuws Museum [Economic impacts of ZeeuwsMuseum]. Breda, The Netherlands: NHTV internationaal hoger onderwijs Breda.
- Klijs, J. (2013). Economische effecten herontwikkeling Stadhuis & Raadhuis Lochem tot Kunst/Cultureel centrum [Economic impacts of redeveloping the City hall into a culturalcentre], NHTV/Historisch Genootschap Lochem Laren Barchem.
- Korteweg Maris, D.M. & Klijs, J. (2013). Economische Effect Rapportage VrijetijdseconomieBrabant [Economic impact of tourism in the Province of Brabant]. Breda: NHTV/CELTH.
- Korteweg Maris, D.M. & Klijs, J. (2013). Economische effect rapportage Strandtoerisme Walcheren [Economic impact of beach tourism on Walcheren], Breda: NHTV/KenniscentrumKusttoerisme.
- Goossen, M., Korteweg Maris, D.M., Klijs, J. & Coninx, I. (2012). De paden op, de lanen in. Herhaalonderzoek naar de economische impact van het fietstoerisme in de provincie Antwerpen 2012 [Economic impact of bicycle tourism in the province of Antwerp, Belgium]. Wageningen: Alterra, NHTV. I think this is a good idea.
- Korteweg Maris, D.M. & Klijs, J. (2012). Economisch effect rapportage Meer aan zee[Economic Impact report], Gemeente Noord-Beveland.
- Korteweg Maris, D.M. & Klijs, J. (2012). Economische effectrapportage NatuurresortBokkegat [Economic impact report nature resort Bokkegat], Breda: NHTV.

SCIENTIFIC PUBLICATIONS

- Klijs, J., Koens, K. Weber-Sabil, J. (2018), Developing a sustainable urban tourism game, Paper presented at the Smart Tourism Congress Barcelona
- Heijman, W., Klijs, J., Peerlings, J., Rouwendaal, J., Schipper, R. (2017), Space and economics – An introduction to regional economics, Wageningen: Wageningen Academic Publishers
- Klijs, J., Peerlings, J., Heijman, W. (2017). Introducing labour productivity changes into models used for economic impact analysis in tourism and recreation. *Tourism Economics*, 23(3), 561-576.
- Klijs, J., Curvers, J., Mitas, O. (2017) Toeristen hebben oog voor detail(handel), maar geldt dat ook andersom?, *Recreatie en Toerisme*, Augustus-September 2017, 53-55.
- Graave, E. J. E., Klijs, J., Heijman, W. (2017) The economic impact of pilgrimage: an economic impact analysis of pilgrimage expenditures in Galicia. *International Journal of Religious Tourism and Pilgrimage*, 5, 3, 39-54.
- Klijs, J., & Peerlings, J. (2017) Het NLIO-model en MKBAs: samen op weg naar veel meerverbetering, *Vrijetijdstudies*, 1, 45-49.
- Klijs, J., & Peerlings, J. (2017) Verbetering van Economische Impactanalyses van Toerisme: Het niet-lineaire Input-Outputmodel, *Vrijetijdstudies*, 3, 9-22.





Cornelisse, M., & Klijs, J. (2017) Attracties in de metropoolregio Amsterdam, *Vrijtijdstudies*, 3, 67-70

Klijs, J. (2016). *Tourism, Income, and Jobs*. (PhD thesis). Wageningen University

Klijs, J., Peerlings, J., Steijaert, T., Heijman, W. (2016), Regionalising Input-Output tables: Comparison of Four Location Quotient Methods, In João Romão J., Nijkamp, P. & Matias, A. (2016) & Álvaro Matias (eds), *Advances in Tourism Economics - Impact Assessment in Tourism Economics*, Springer, Forthcoming

Klijs, J., Ormond, M., Mainil, T., Peerlings, J., Heijman, W. (2016), A state-level analysis of the economic impacts of medical tourism in Malaysia, *Asian-Pacific Economic Literature*, Forthcoming May 2016

Klijs, J., Peerlings, J., Heijman, W. (2015). Usefulness of nonlinear input-output models for economic impact analyses in tourism and recreation. *Tourism Economics*, 21 (5), 931-956.

Klijs, J., & Korteweg Maris, D. (2013). *Handleiding voor economische impactmetingen van toerisme, gebruikmakend van een input-output model*, Breda: NHTV Breda University of Applied Sciences

Klijs, J., Korteweg Maris, D., Bryon, J., Heijman, W. (2012). Criteria for comparing economic impact models of tourism. *Tourism Economics*, 18 (6)

Klijs, J. (2012), *Manual for Economic Impact Studies in Tourism, Using an Input-Output model*, Breda: NHTV Breda University of Applied Sciences

MCD / Real Estate Magazine (2011), *MCD Thesis Series*, Edition 2010, Erasmus University Rotterdam, TU Delft and Municipality Rotterdam (editor)

Berg, L. van den, Otgaar, A.H.J., Klijs, J. (2010), *Towards Healthy Cities, Comparing Conditions For Change*, Euricur

Klijs, J. & Hoek, M. van (2009), *Stedelijke gebiedsontwikkeling 2009*, Erasmus University Rotterdam, TU Delft and Municipality Rotterdam (editor)

Klijs, J. (2006), *Inner City Promotion in the Netherlands*, Erasmus University Rotterdam / BRO Vught (MSc thesis)

OVERVIEW OF RELEVANT PROJECTS

2012 – ...

Tourism Impact Analyses

See professional publications

2020 – 2023

European Union – SmartCulTour (Horizon 2020)

The Horizon 2020 project SmartCulTour will propose and validate innovative, community-led interventions directed at sustainable cultural tourism; cultural tourism that supports the sustainable development of all European regions rich of tangible and intangible cultural assets, in particular rural regions and cities, and contributes to their resilience and inclusiveness. The project will focus on:





Concepts: By developing new –and/or upgrading– contemporary definitions of (sustainable) cultural tourism, cultural tourism destinations, sustainable development, and resilience;

Measurement: By identifying and testing a framework of sustainability and resilience indicators and a Decision Support System for measuring and monitoring cultural tourism and its impacts;

Procedure: By testing and presenting innovative and creative tools for stakeholder engagement, particularly art-based methods, a serious game and service design;

Outcome: By recognizing state-of-the-art and innovative cultural tourism interventions through existing case studies and by trialling specific interventions within six community-led Living Labs.

European Union - Scithos

Urban tourism contributes to (local) economic prosperity, but also creates negative consequences such as CO2 emissions and pollution, overcrowding, traffic jams, noise and touristification of the city, thereby harming liveability for both residents and tourists. This project introduces the Smart City Hospitality (Scithos) concept, consisting of guidelines and tools, that can support cities to make the transition towards environmentally and socially responsible tourism that simultaneously contributes to long-term (economic) prosperity. Through combining hospitality principles, simulation tools, apps and serious gaming techniques, this concept supports policymakers in generating deep reflections about barriers to sustainable urban tourism and the need for transition or adaptation strategies. It supports assessment of intervention strategies based on an interactive simulation-supported multi-stakeholder approach that triggers social learning and behaviour change, while stimulating shared governance and smart citizenship. This project develops, tests, validates and refines these guidelines/ tools and the full concept through a series of living labs and field experiments in participating cities. What is more, a Smart City Hospitality network is set up and installed to ensure accessibility to this concept, including all tools and experiences with using them, for other cities and to facilitate collaborative learning within a continuous process of refining this customizable approach (<http://www.scithos.eu/>).

2018

European Parliament, Directorate General for Internal Policies, Policy Department B: Structural and Cohesion Policies, Transport and Tourism - Research study on Overtourism: impacts and possible policy responses

This study addresses the complex phenomenon of overtourism in the EU. By focusing on a set of case studies, the study reports on overtourism indicators, discusses management approaches implemented within different destinations and assesses policy responses. It concludes that a common set of indicators cannot be defined because of the complex causes and effects of overtourism. Avoiding overtourism requires custom-made policies in cooperation between destinations' stakeholders and policymakers.





The author team for this study consisted of researchers from Breda University of Applied Sciences' Centre for Sustainability, Tourism and Transport (lead), Stenden University of Applied Sciences, University of Brighton, the Ostelea School of Tourism & Hospitality, and Lund University.

2017

European Parliament, Directorate General for Internal Policies, Policy Department B: Structural and Cohesion Policies, Transport and Tourism - Research study on Health tourism in the EU

This study defines and explores health tourism and its three main components: medical, wellness, and spa tourism. Health tourism comprises around 5% of general tourism in the EU28 and contributes approximately 0.3% to the EU economy. Health tourism has a much higher domestic share than general tourism does. Increasing the share of health tourism may reduce tourism seasonality, improve sustainability and labour quality, and may help to reduce health costs through prevention measures and decreased pharmaceutical consumption.

2016

Gemeente Ede - Economische impact toerisme in de gemeente Ede

This is an example of an impact analysis. This research was carried out based on an assignment of the municipality of Ede and in cooperation with Dynamic Concepts Consultancy (DCC) and Kenniscentrum Kusttoerisme (part of the HZ University of Applied Sciences). DCC was responsible for the primary data collection; interviews with tourists in the municipality of Ede about their personal characteristics, visit intentions, image of Ede, activities, and their expenditure patterns. Based on the information collected we reflected upon the expenditure patterns available for secondary sources (most notably the CVO / CVTO datasets) and calculated the economic impacts of tourism for the municipality – in total and separately for the different economic sectors. Although the collection of the primary data was challenging the analysis itself delivered valuable insights – which helped the municipality with a detailed and realistic overview of the economic impacts and several ideas for future development.

2016 – 2017

Province of Zeeland / Celth – Tourism Impact in Retail

Research into the relationship between tourism and retail: To what degree does retail depend on tourism? How does this differ per type of destination and per subsector of retail? In this research we investigated this relationship, based on an extensive literature review, semi-structured interviews with 130 retail entrepreneurs in 12 Dutch destinations and an elaborate analysis of secondary data on retail and tourism – to create a non-





linear regression model. The goal was to acquire detailed insights and to improve methods to measure the regional economic impacts of tourism.

2016

Metropool Regio Amsterdam - Attraction Development Study Amsterdam Metropolitan Area

Research into the success conditions of tourist attractions in and near Amsterdam, and the development of a decision framework for adding new attractions.

2015 - 2016

Celth – Managing visitor pressure in urban tourism

In order to deal with the pressures of tourist visitation and resident complaints, it is necessary to develop urban tourism sustainably by finding new and better ways of managing the increasing pressure due to tourism developments in cities. The goal in this research project was to find solutions that will relieve tourist visitor pressure to allow for a sustainable development of urban tourism in Western European cities.

2007 – 2012

European Union – SusTRIP

The purpose of the Sustainable Tourism Research Intelligence Partnership (SusTRIP) was to jointly plan and implement a series of research activities to help the 2 Seas Region to sustain its vital tourism industry. The aim was to support a more economically competitive industry and provide a firm foundation from which important joint decisions on the future sustainable development of tourism in the region can be made. The programme was structured around the four pillars of sustainable tourism – incoming

visitors to each partner's region, the industry in the form of professionals and tourism businesses, local communities, and the natural environment which is so critical to the potential success and wellbeing of all visitor destinations. The partners in the programme were Kent County Council, the Comité Régional de Tourisme, Westtoer, HZ University of Applied Sciences and NHTV Breda University of Applied Science.

2007 – 2009

Dura Vermeer, De Stromen-Opmaat groep, Com-wonen en GGD Rotterdam-Rijnmond Europe – Partners for Healthy cities

In this research programme (based on a literature review and case studies) the relationships between the urban living environment and health were analysed. The research focused on the possible contributions of





different (public and private) actors to health in cities: Which interventions are possible and what are the conditions under which these can be successfully implemented. Case studies were carried out in Vancouver, Helsinki, Udine and Liverpool.

Personal information

First name(s) / Surname(s)	BUIJTENDIJK, Harald
Address(es)	Valkenboskade 45, 2563 GN The Hague, Netherlands
Telephone(s)	Mobile: +31628498942
E-mail	haraldbuijtendijk@gmail.com (private) buijtendijk.h@buas.nl (business) https://www.linkedin.com/in/haraldbuijtendijk/ (LinkedIn profile)

Nationality	Dutch
-------------	-------

Date of birth	09/03/1978
---------------	------------

Gender	Male
--------	------

Profile	International tourism development specialist with a focus on the organisation of sustainability transitions at multiple levels and scales. Senior experience in teaching, training, and curriculum development. Since 2011 a lecturer at Breda University and a member of the Centre for Sustainability, Tourism, and Transport since 2014. Work experience in central, south and southeast Asia. Completed a PhD in Cultural Geography in 2021 (topic: innovation in the Dutch outbound travel industry). Driven to help those who speak truth to power in their endeavors to create a more just and sustainable world.
Work Experience	

Dates	August 2011 to current (part-time)
-------	------------------------------------

Occupation or position held	Lecturer / Researcher
-----------------------------	------------------------------





Main activities and responsibilities	<p>Lecturer of tourism governance/organisation and sustainability-related courses in different Bachelor and Master courses, including thesis supervision and curriculum development. Since 2014, member of Centre for Sustainability and Transport. Researcher and consultant on different projects.</p> <p>Main acquired projects:</p> <p>2015-2019 Agenda outbound tourism (EUR 80K external funding) PhD Scholarship funded by Centre of Expertise leisure, tourism and hospitality (CELTH) and Centre of Expertise Dutch outbound travel industry.</p> <p>2014-2015 Tourist value chain promotion at Inle Lake (USD 35K external funding). Value chain study of Inle Lake region, Myanmar, funded by the German Agency for International Cooperation (GIZ).</p>
Name and address of employer	Breda University (www.buas.nl), Breda, The Netherlands
Type of business or sector	Higher Education
Dates	November 2010 to June 2016 (part-time)
Occupation or position held	Managing director Atelier on Tourism Development
Main activities and responsibilities	<p>Collaborative research and education in sustainable tourism. Main acquired projects:</p> <p>2011-2013: <i>#whatyoudontseeinthebrochure</i> (EUR 70K external funding). Develop and implement a student challenge to raise sustainability awareness and foster global citizenship in vocational tourism education institutes. In partnership with TUI AG. Funded by Dutch Ministry of Foreign Affairs.</p> <p>2013-2014: 'Deltaleven' (EUR 21K external funding). Research project investigating the impact of online distribution channels on tourism businesses in the Dutch Province of Zeeland. Commissioned by the Research Centre for Coastal Tourism.</p>
Name and address of employer	Atelier on Tourism Development, Breda, The Netherlands
Type of business or sector	Tourism sector consulting
Dates	March 2006 to July 2007 (full-time)
Occupation or position held	Responsible tourism advisor MercyCorps & UNDP (Mongolia)





Main activities and responsibilities	Supporting rural communities in Mongolia to jointly develop and market responsible tourism businesses.
Name and address of employer	Volunteer Service Overseas (UK) (www.vso.nl), Utrecht, The Netherlands
Type of business or sector	International Cooperation
Dates	February 2005 to February 2006 (full-time)
Occupation or position held	Process coordinator
Main activities and responsibilities	Coordinate internal operational processes across different distribution channels.
Name and address of employer	ANWB Royal Dutch Touring Club, The Hague The Netherlands (www.anwb.nl)
Type of business or sector	Management & Sales
Dates	August 2002 - February 2005 (full-time)
Occupation or position held	<i>Coordinator international advertising</i>
Main activities and responsibilities	Sell and coordinate sales of advertising space in ANWB publications (online & print).
Name and address of employer	ANWB Royal Dutch Touring Club, The Hague The Netherlands
Type of business or sector	Management & Sales
Education and training	
Dates	2015 – 2021 (part-time)
Title of qualification awarded	PhD in Cultural Geography
Principal subjects/occupational skills covered	Innovation, Dutch outbound travel industry, aviation policy, climate change, tourism.
Name and type of organisation providing education and training	Wageningen University & Research





Dates 2007 – 2009 (full-time)

Title of qualification awarded **MSc in Leisure, Tourism and Environment**

Principal subjects/occupational skills covered Research principles and practices; sustainability; globalisation; tourism development; international development

Name and type of organisation providing education and training Wageningen University & Research

English

German

Understanding				Speaking				Writing	
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B1	Independent user	B1	Independent user	B1	Independent user	B1	Independent user	B1	Independent user

Social skills and competences

Creative mind-set and attitude. Experienced and capable to adjust to complex and intercultural context situations, internationally as well as within organisations.

Organisational skills and competences

Capable of working independently as well as part of a team. Persuasive: capable to convince and motivate staff as part of teamwork, capable to take the lead in team efforts.

Technical skills and competences

Excellent research, writing skills and teaching/facilitation skills, and strong cross-cultural skills. Certified Lego® Serious Play™ facilitator.

First name(s) / Surname(s) VAN DER STERREN, Johannes Hubertus
 Address(es) 35, Jacob Catssingel 35, 4819 HA Breda, Netherlands
 Telephone(s) Mobile: +31614680908
 E-mail josvdsterren@gmail.com (private) sterren.j@buas.nl (business)
<https://www.linkedin.com/in/jos-van-der-sterren-9a7663/> (LinkedIn profile)
 Nationality Dutch
 Date of birth 28/07/1962





Gender

Male

Work Experience

July 2020 to current (part-time) Senior Researcher / Strategy Consultant

Breda University (www.buas.nl), Breda, The Netherlands

As a senior researcher in sustainable tourism development, SME business operations, financial inclusion, economics and business strategy, working on projects funded by EU, Centre of Expertise Leisure, Tourism and Hospitality. Full member of Center for Sustainable Tourism and Transport www.cstt.nl. Strategy Consultant to Breda University on business incubation, connections to industry and applied research. Development of new Master Degree programs.

January 2014 to June 2020 (part-time) Dean of Academy

Breda University (www.buas.nl), Breda, The Netherlands

Providing leadership of Academy, delivering higher education, consulting and research through undergraduate (Ba, Bsc.) and master degree courses (app. 2.000 students). Responsible for education, research, human resource management (150 staff, EUR 11M annual budget). Collaboration in research and development assignments in relation to financial inclusion, SMEs and sustainable tourism.

- 2019-2020: EU grant EUR 160K Sustainable SMEs in European tourism cities Tourban. Teamleader for Dutch partner in EU project to develop sustainable SMEs (circular economy) in Amsterdam, including policy advice to local government. Collaboration with chambers of commerce and other local governments in urban areas (a.o. Barcelona).
- 2017-2018: EUR 40K contract: Design of destination management strategy/ master plan Zambeze Valley, Mozambique (ZVDA). A tourism policy plan and marketing plan developed for Magoie National Park for the regional Zambeze Valley Development Authority, including multiple stakeholder analysis (local and national government, national park authority, local chamber of commerce).
- 2018: EU grant EUR 165K: design research and policy development programme on digitourism
- 2017- ongoing: EUR 250K per year: Dutch Government funding for Master Tourism Destination Management. Supervises (annually) multi-stakeholder destination analysis researches. The goal of these analyses is to advise local public and private stakeholders on tourism destination strategies.
- 2017: EUR 50K research contract: Scoping study on SMEs and tourism value chains, for Government of Rwanda and Mastercard Foundation. Included the analysis of multiple stakeholders relevant for further development of various product market combinations and tourism value chains: local and national government (including Rwanda Development Board), Financial Service Providers, Business Development





Service providers, Chamber of Commerce (Private Sector Foundation), TVET providers, etc. Advisory to donors and government stakeholders on value chain approach.

- 2011-2013: EUR 90K, EU contract: High Impact in Tourism Training: Inception and sector analysis for tourism valuechain development in seven countries: Ghana, Mozambique, Benin, Mali, Nepal, Vietnam, Thailand, Cambodia (SNV). Teamlead role consultant, developed the methodology for inception analysis, that included an approach to conduct a country-wide multi-stakeholder tourism sectoral analysis on skills and capacities, including the institutional framework. This method was used for the inception phase conducted in seven countries. Also responsible for systematic collection of enabling environment measures that related to the context surrounding the informal tourism workers. See attached annexes.
- 2013 Design /management of Honours track on entrepreneurship focus on sustainable innovation. Tasks include curriculum design and coaching of lecturing staff
- 2004-2014: Design and teach courses on finance, business strategies, stakeholder analysis, politics, economics and law, propoor tourism valuechains and tourism micro-enterprise development
- 2014: consulting assignment EUR15K: Market research for Chinese luxury SME rural campsite development (ACSI)
- 2012: Local Government grant EUR 25K: Review of effectiveness of local public tourism policy in Eersel (Rekenkamercommissie) and its fiscal impacts on public and private tourism institutions.
- 2007: EBRD grant EUR 30K: Design and implement a training on SME finance and banking for bankstaff in Tbilisi, Georgia.
- 2006: Design, assure accreditation (2006, 2012, 2019, including UNWTO) and management of the Master programme in Destination Management
- Design of value chain approach to microfinance and valuechain /micro-enterprise development in Granada, Nicaragua (Opportunity International, 2006)

June 2003 to December 2011 (part-time) Senior Lecturer/ Course leader Master programme

Breda University (www.buas.nl), Breda, The Netherlands

As a senior lecturer in business operations, finance, economics and business strategy, I participated in undergraduate (bachelor) as well as postgraduate master courses at Academy for Tourism. From 2006 onwards responsible for design and implementation of a professional master programme in Tourism Destination Management (annual new enrolment 30-45 students). The programme is a leading master programme of Breda University and was awarded government subsidy in 2016. Next to teaching, development of projects and maintaining global industry relations.





May 2007 to present (part-time) Director Fund Management /Capacity Building

Ayani BV, www.ayani.nl

As associate international consultant, working on assignments related to financial inclusion, fund management and capacity building for youth in rural micro, small and medium-sized enterprises in developing countries.

Recent assignments:

June – Dec 2020: Scoping study Youth in Agribusiness Rwanda/ teamlead position: technical assistance to FAO and Government of Rwanda in the design of a 5M EUR support programme for youth in agricultural valuechains. (FAO/ AFR). Includes scoping of enabling policy environment and design of policy options for public governance.

June – Dec 2020: Research Youth in Agribusiness Western Rwanda/ teamlead position: technical assistance in design of a 13M EUR support programme for youth in agricultural valuechains in Western Kenya. (KfW).

Sep 2017- Sep 2019: Agrifinance Programme Kenya/ Teamlead position: technical assistance to East African Development Bank on a 12M EUR credit facility for agricultural SMEs. Activities include appraisal of banks, training of bank staff, monitoring of loans outstanding, support to governance of EADB on fundmanagement (KfW/ EADB).

Jun - Oct 2017: Feasibility study Microfinance Fund Rwanda: Design of a 3M EUR microfinance fund AFR)

2015 - 2016: Myanmar rural based 5M EUR Microfinance Market Access Facility / Challenge Fund (methodology, operational plan/ manuals) wholesale loan fund for local microfinance institutions (UNCDF/ Myanmar).

2013: Bank training, Kenya. Design / implementation of training to bank and microfinance staff on agrifinance and rural value chains (Ayani/FinAccess, Kenya, April 2013)

Aug - Oct 2013: Feasibility assessment / financial projections of APEX wholesale agricultural microfinance funding facility in Myanmar (UNOPS, Myanmar)

2009-2012: Social Microfinance Foundation. Fund director, responsible for management of a multi-stakeholder technical assistance facility (1,7 M EUR). Research and design /innovation in inclusive finance, primary focus on Ghana, India, The Philippines and Uganda. Established and maintained relations with over 30 microfinance initiatives, donors and consulting companies globally (Cordaid/FMO)

August 1997 - May 2003 (full-time) Fund Manager

Cordaid, Lutherse Burgwal, The Hague The Netherlands

Development, research and fund management of a wholesale credit fund (60M EUR, dec 2002), offering financial services to microfinance sector and retail credit to small business in developing countries. Maintained relations with over 100 clients in 25 countries in Asia, Latin America, Eastern Europe and Africa. Oversaw portfolio management / risk assessment, operational management of business unit (6 account managers) and





negotiating loan and guarantee agreements. Supported processes of institutional transformation of MFIs and represented Cordaid in shareholding positions in specialized microfinance institutions and investment funds. Transactions included debt and equity financing in banking, micro-lending, structuring of trade finance. Member of investment committee of Cordaid/CRS Microfinance Alliance Fund financing MFIs in South East Asia. Frequent travel to investees.

August 1996 – August 1997 Financial Officer Latin America

Novib, The Hague, The Netherlands

Monitored financial management of programs funded in Perú, Colombia. Development of credit policy for Latin America. Frequent travel to Latin America.

from March 1994 to March 1996 Independent consultant

Provided business development support to micro and small enterprises (SME business plan development, training of micro-entrepreneurs, etc). Clients included, CEBEMO, OIKOCREDIT, Inter American Development Bank, UNICEF, Centro Nueva Tierra.

May 1990 - March 1994 Technical Educational Advisor

Universidad Nacional Autónoma de Nicaragua, Nicaragua

Upgraded three year bachelor career programmes in business management, banking and finance and accountancy (over 900 students). Responsibilities included staff training and curriculum development. Improvement of linkages between theory and practice through commissioned research and placements. Staff training and project management.

May 1989 - May 1990 Financial Analyst

Novib, the Hague, The Netherlands

Provided financial monitoring of programs funded through EU funds.

Education and training

1980 – 1989 Msc Economics

Principal subjects/occupational skills covered International economics, credit and cooperatives, Agricultural sociology, political economy, development economics, banking, monetary economics and finance,

University of Tilburg

Personal skills and competences

Mother tongue(s) Dutch

Other language(s)





Self-assessment	Understanding		Speaking	Writing	
European level (*)	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
German	B1	B1	B1	B1	A1
French	B1	B1	B1	B1	A1
Spanish	C2	C2	C2	C2	C2

Social skills and competences Diplomatic, experienced leader, searching for operational excellence and business orientation. A people's person, capable to understand the importance of relations to make organisational change effective. Experienced and capable to adjust to complex and intercultural context situations, internationally as well as within organisations.

Organisational skills and competences Senior executive and leadership skills, capable to convince and motivate staff, drive for change and results, experience with complex organisational change processes/mergers and cultural change processes. Analytical banking and financing skills, capable to lead, innovate and change interdisciplinary and international professional teams and larger complex organisations;

Technical skills and competences Research, excellent teaching skills using e-didactics, strong cross cultural and negotiating skills, business accounting, analysis and feasibility analysis skills, strong investment deal making skills

Membership of Governing bodies

2019- current (Netherlands): Member of Board of Supervisors of the regional destination marketing and management company for Eastern Brabant Province (public private partnership with budgets from 21 municipalities)

2016- current (Netherlands): Member of Board of Supervisors of the city council entrepreneurial fund (public private partnership) of City of Breda (EUR 400K annual budget). This fund decides on annual marketing and promotion actions for all Breda entrepreneurs and advises the city council on tourism strategy.





EDUCATION

Ph.D. in Public Health 2004 - 2007

Department of Public Health, College of Nursing. University of São Paulo (USP), Brazil; and Department of Communication, Horton Social Science Center, University of New Hampshire, Durham, NH, USA (2005-2006 Ph.D. exchange - Visiting Research Scholar)

Grant: CAPES (Coordination for the Improvement of Higher Education).

MSc., Psychology 2000 – 2002

Department of Psychology and Education. College of Literature, Science and Philosophy, University of São Paulo (USP), Brazil.

Grant: CNPq (National Council for Scientific and Technological Development).

B.A., Psychology 1993 - 1996

Faculty of Philosophy, Science and Letters, University of the State of São Paulo (UNESP), Brazil.





CAMPMASTER
EUROPEAN

CURRICULUM

Co-funded by the
Erasmus+ Programme
of the European Union



Celiane

Camargo-Borges



SUPPLEMENTARY EDUCATION



Ennemaborg 40, 1082 SR



Tactical Skills Course 2010 - 2011

Amsterdam, The Netherlands

Citowoz – Institute for training and consultancy in education and business. Proficiency in teaching
+31(0)616587748
3kms.200 hours. Breda, The Netherlands.



celianeborges@gmail.com



The International Class, A Global Learning Community 2008 - 2009



First Side Institute - International Research, Education and Training Center for human development and
community. (one year-blended learning) New York City, NY, USA.

Kensington Consultation Centre (KCC) 2005

Consultation with Professor John Shotter on Academic Research. (One month internship,
December2005). London, England.

Residency - Health Promotion within Communities 1998 - 2000

Clinical Hospital of the Faculty of Medicine, University of São Paulo, Brazil.
Grant: FUNDAP (Support Foundation of Research).





PROFESSIONAL POSITIONS & TEACHING EXPERIENCES

**Research coordinator, lecturer and advisor
at NHTV Breda University of Applied Sciences**

2010 - Present

Activities performed:

Coordinator of Academic Agreements

2014 - 2019

Coordinator of the International Academic Agreement between the University of São Paulo and the NHTV aiming at academic cooperation in the field of Health Psychology, social constructionism, groups and organizations.

2010 - Present

Coordinator of the cooperation project between Federal University of Uberlandia, Brazil and NHTV aiming to promote cultural, technological and scientific exchange between the two universities.

Grants acquisition:

2011 - 2014

Grant project cooperation NUFFIC/CAPES (EDITAL 021/10) Academic Cooperation between Universidade Federal de Pernambuco, Brazil and NHTV Breda University of Applied Sciences.

2014 - 2017

Grant project cooperation CAPES-NUFFIC (EDITAL068/2013) Academic Cooperation between Universidade Federal de Pernambuco, Brazil, Tilburg University and NHTV Breda University of Applied Sciences.

Other Activities developed:

- 1 – Research coordinator – organizer and lecturer of research classes and supervisor of the team of coaches
- 2 – T.Lab. (transformative laboratory) coordinator – an interactive space where students come together to co-create and engage in their learning process.
- 3 – Supervisor of master theses (currently supervising 6 students).
- 4 – Course organizer and lecturer.
- 5 – (2010-2013) Secretary of the Board of Examiners at the Imagineering Masters.
- 6 – (2010- 2013) Organizer of International Field Trips promoting cultural diversity in learning processes. It also aims to establish international collaboration and knowledge exchange. (Brazil: University of São Paulo and Federal University of Uberlandia; Scotland: Napier University, Edinburgh)
- 7 – Visiting professor at University of Sao Paulo and Federal University of Uberlândia.

Associate the TAOS Institute

2008 - Present

Activities performed:

- 1 – Member of advisory board for The TAOS Europe
- 2 – Workshop coordinator on Social Constructionism, designing conversations and designing research;
- 3 – Ph.D. advisor in a collaborative programme with the Tilburg University and Leiden University in the





Netherlands and VU Brussels (currently advising five Ph.D. students)

- 4 – Distance learning opportunities - facilitator at the online courses offered by the TAOS NING platform; Facilitator; MSc in Relational Leading at the Middlesex University, England at Sakai platform,
- 5 – Co-designer of the designing research platform - (<http://www.designingresearch.com>) focusing on collaborative and participatory ways of doing action research and facilitate workshops in different parts of the world.





Psychologist

2008 - 2009

"The Community Service Center", Taipei, Taiwan. Non-profit organization, offering support services to the international community living in Taiwan. Helping families to adjust and live well in a new culture. Cross cultural communication skills.

Visiting Scholar

2008 - 2009

National Yang Ming University. School of Medicine, Department of Public Health, Institute of Public Health, Taipei, Taiwan. Teaching Master's and Doctoral students in the International Health Program.

Director at the CDQ-SUS

2007 - 2008

Development and Qualification Center for the National Health System, Regional Department of Health, State Health Secretary for the Brazilian Unified Health System Araraquara, São Paulo, Brazil.

Graduate Program of Teaching Excellence

2005

Department of Public Health, Nursing College, University of São Paulo, Brazil. Pedagogic preparation and supervised practice in teaching (University of São Paulo) students on the 4th level, Nursing School. Course: Public Health in the Nursing context.

Graduate Program of Teaching Excellence

2004

Department of Psychology and Education, University of São Paulo, Brazil. Pedagogic preparation and supervised practice in teaching (University of São Paulo) students on the 6th level of Psychology. Course: Group Dynamics and Human Relationships.

Coordinator Health Promotion center - GHIV

2003 - 2005

Aids Prevention Center - Humanitarian Group for a Better Life (GHIV). Non-Governmental Organization working with HIV/AIDS. Brazil. Volunteer work.

Northwest Center for Permanent Education in Healthcare

2000 - 2002

Ribeirão Preto, Brazil. Training programs to health teams.

Family Assistant and Professional Supervisor

1998 - 2001

Department of Social and Family Affairs – Reference Center for Children and Teenagers. Ribeirão Preto City Hall, Ribeirão Preto, Brazil. Volunteer Work.

MASTER, Ph.D. & POST-DOC SUPERVISOR

Master dissertation

2015

The Noordoostpolder: How stories from the past can strengthen the current identity of the community and ignite the co-creation of the future. Master Candidate: Mirjam Wubbels. NHTV Breda University of Applied Sciences, Breda, The Netherlands.





Master dissertation

2015

Transformational learning through the use of e-learning and digital platforms for companies working and training in community development. Master Candidate: Karena Morrison. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master dissertation

2014

Designing Bottom up Motivation and Engagement within the innovation network of GGD West-Brabant. Master Candidate: Engelbert Franssen. NHTV Breda University of Applied Sciences, Breda, The Netherlands.





PhD dissertation	20
Advisory support to the student, Beatriz Gondim from the University: Federal University of Pernambuco (UFPE), Recife, Brazil, as part of the project NUFFIC/CAPES/021/10 between UFPE and NHTV Breda University of Applied Sciences. From September 2013 to July 2014.	14
Master dissertation	20
Community of practice of parenting: a research together (e). Master Candidate: Danielle Dietz. NHTV Breda University of Applied Sciences, Breda, The Netherlands.	13
Master dissertation	20
Co-creating meaningful business environments Business environments as open learning systems and the new role of the consultant in these systems. Master Candidate: Pauline Romanesco. NHTV Breda University of Applied Sciences, Breda, The Netherlands.	13
Master dissertation	20
An Imagineering Design Approach Towards Employee Motivation and Engagement: "An authentic Indonesian Recipe". Master Candidate: Shirley Jane Timotheus. NHTV Breda University of Applied Sciences, Breda, The Netherlands.	13
Master dissertation	20
Intergenerational programs for family togetherness. Master Candidate: Jane Trapman. NHTV Breda University of Applied Sciences, Breda, The Netherlands.	13
Post-Doc	20
Advisory support to the post-doc. research of the student Dr. Jos�te Florencio dos Santos from the University: Federal University of Pernambuco (UFPE), Recife, Brazil, as part of the project NUFFIC/CAPES/021/10 between UFPE and NHTV Breda University of Applied Sciences. From May to July 2013.	13
Master dissertation	20
Health and Hospital: Food and Movement generating engagement, ownership and new possibilities at ZGV. Master Candidate: Suzan Lindhout. NHTV Breda University of Applied Sciences, Breda, The Netherlands.	13
Master dissertation	20
MATerials: An Organizational Development with the Changing Times. Master Candidate: Joyce fongQiyue. NHTV Breda University of Applied Sciences, Breda, The Netherlands.	13
Master dissertation	20
Open-air museum docents and a participatory approach to innovation. Master Candidate: Ron van de Ouweland. NHTV Breda University of Applied Sciences, Breda, The Netherlands.	13





PhD dissertation

20

Advisory support to the PhD dissertation of the student Cristiane Salomé Costa from the University: Federal University of Pernambuco (UFPE), Recife, Brazil, as part of the project NUFFIC/CAPES/021/10 between UFPE and NHTV Breda University of Applied Sciences. From January to April 2012.

12

PhD dissertation

20

Advisory support to the PhD dissertation of the student Pavel Nepustil from the University: Masarykova Univerzita, Brno, Czech Republic, as part of the European Project “Development of the specialist education in qualitative and quantitative research methods FSS MU” . From January to February 2012.

12





Master dissertation

2012

Meanings of Sustainable Hygiene solutions: Co-creating possibilities for the industry. Master Candidate: Maria Clara Bianchini Borduque. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master dissertation

2012

Investigating the potential for co-creation within the personal care sector of the FMCG Industry. Master Candidate: Katharina Gal. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master dissertation

2012

Stories are there to be told. Coming to meaningful and shared understanding of core values to enhance organizational purposes. Master Candidate: Ella Beijer. NHTV Breda University of Applied Sciences, Breda, The Netherlands

Master dissertation

2012

Storytelling as an invitation for the co-creation within the tourism industry. Master Candidate: Paulina Hulmanova. NHTV Breda University of Applied Sciences, Breda, The Netherlands

Master dissertation

2011

Sustainable Change: a dialogical approach to engage companies in the sustainable mission of a business park in Antwerp. Master Candidate: Andy Bunarto. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master dissertation

2011

Flex Q.: Building company bonding in a business to business market. Master Candidate: Eveline Henskens. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master dissertation

2010

The music industry in the digital era: challenges and opportunities. Master Candidate: Niels van der Haven. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

MASTER/PH.D. EXAMINATION BOARD MEMBER

Master

2015

Marisa de Brito (supervisor); Celiene Camargo-Borges; Jose Otte. Master Candidate: Willemijn Sluys. Designing a transformative co-creation concept for the Eilandraad Marken through stakeholders' engagement. NHTV Breda University of Applied Sciences, Breda, The Netherlands.





Ph.D.

2014

Prof. dr. J. Winslade (supervisor); prof. S. Bava; J.B. Rijsman (co-supervisor); prof. dr. S. McNamee; dr. C. Camargo Borges; prof. Dr. D. Wulff. Ph.D. Candidate: D. A.Hooker. Performing Greensboro: Using Foucauldian Analysis to Deconstruct 'Trouble in Mind' and Generate Alternative Community Narratives". Tilburg School of social and behavioral sciences, Tilburg, The Netherlands.

Master

2014

Diane Nijs (supervisor); Celiane Camargo-Borges; Jose Otte. Master Candidate: Ricky van Rensen. A case study research of the co-creational elements of developing a system for online assessment and monitoring in an educational setting. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master

2014

Lenia Marques (supervisor); Celiane Camargo-Borges; Luana Ferreira. Master candidate: Stefany Putri Perwita Sari. Spread our Wings. Build an Alumni Platform by using the Imagineering concept as a creative tool. NHTV Breda University of Applied Sciences, Breda, The Netherlands.





Master

2013

Gbenga Agbona (orientador); Celiane Camargo-Borges; David Nieborg. Master candidate: Diede Brok. Valuable: To provide jewelry enthusiasts with a personal co-design experience in an exclusive through homey environment. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master

2013

Marco van Leeuwen (supervisor); Celiane Camargo-Borges; Olaf Vugts. Master candidate: Kylie Rijvers. Creating wellbeing-based care in a sustainable manner: strategic developments that create dialogue, involvement and new possibilities with Surplus. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Ph.D.

2013

Ph.D. prof. dr. S. Bava (supervisor); J.B. Rijsman (co-supervisor); prof. dr. K. Gergen; prof. dr. J. Stavros; dr. C. Camargo Borges; dr. J. Roevens. Ph.D. Candidate: E. A. Goldman. The Migrant Creative: US Media Freelancers at the Border of a Changing Work Culture. Tilburg School of social and behavioral sciences, Tilburg, The Netherlands.

Ph.D.

2013

Ph.D. prof. dr. M. Gergen (supervisor); J.B. Rijsman (co-supervisor); prof. dr. S. Bava; prof. dr. T. Quintana; dr. C. Camargo Borges; dr. J. L. Meyer. Ph.D. Candidate: L. K. Sydow. Career: Generating a path from Uncertainty to discovery. Tilburg School of social and behavioral sciences, Tilburg, The Netherlands.

Master

2013

Wilco van Gool (supervisor); Celiane Camargo-Borges; David Nieborg. Master candidate: Tamara Stix. Arts and antique fairs: an investigation into meaning, co-creating involvement and opportunities for generation Y and the ART&ANTIQU. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Ph.D.

2012

Ph.D. J.B. Rijsman (supervisor); prof.dr. D. Wulff (co-supervisor); prof. dr. J. Lannaman; prof. dr. K. Gergen; prof. dr. V. Aebisher; dr. C. Camargo Borges; dr. B. Cottor. Ph.D. Candidate: Kon Madut. Help Not Wanted: (Un)Employment Experiences of Visible Minority Migrants in the City of Ottawa, Canada. Tilburg School of social and behavioral sciences, Tilburg, The Netherlands.





Ph.D.

2012

Ph.D. prof. dr. S. McNamee (supervisor); J.B. Rijsman (co-supervisor); prof. dr. H. Anderson; prof. dr. K. Gergen; prof. dr. S. St. George; dr. C. Camargo Borges.. Ph.D. Candidate: Kristin .J. Lawrence. Choppin'it up in Antioch Youth Led Dialogues for Positive Change. Tilburg School of social and behavioral sciences, Tilburg, The Netherlands.

Master

2012

Wilco van Gool (supervisor); Celiane Camargo-Borges, David Nieborg. Master Candidate: Carlos Galdona. Coopeting Globally: An innovative transformation of the audiovisual business logic towards the design of a global network strategy for value co-creation and market sustainability. NHTV Breda University of Applied Sciences, Breda, The Netherlands.

Master

2012

Shenja van der Graaf (supervisor); Celiane Camargo-Borges, David Nieborg. Master Candidate: Raditya Beer. The Imagineering roadmap as creation tool for new products and services. NHTV Breda.





LECTURER & FACILITATOR @ E-LEARNING

Moderator e-learning facilitator

2014

MSc Relational Leading. Middlesex University, London, England. Sakai platform.

Webinar

2014

Foundations. Expanding Vistas Series on Change Theory and Praxis

Celiane Camargo-Borges & Glenda Eoyang

Event sponsored by HSD Institute.

28th April

Online course

2014

Social Construction: Premises and Practices

Celiane Camargo-Borges & Dawn Dole

Course sponsored by the Taos Institute at the NING platform

From April 21st to May 26th

Online course

2013

Social Construction: Premises and Practices

Celiane Camargo-Borges & Dawn Dole

Course sponsored by the Taos Institute at the NING platform

From April to May

Online course

2013

Social Construction: Premises and Practices

Celiane Camargo-Borges & Dawn Dole

Course sponsored by the Taos Institute at the NING platform

From Nov 4 to Dec 16th





Online course 2012

Social Construction: Premises and Practices Celiane Camargo-Borges & Dawn Dole

Course sponsored by the Taos Institute at the NING platform From Oct 1st to Nov. 12th.

SEQUENTIAL TRANSLATION

Course 2007

"Practices in healthcare: dialogue, collaboration and health-team". Translation from English to Portuguese for graduate students from the University of São Paulo, Brazil. Two weeks course.

International seminar 2006

"Re-thinking health practices: the contribution of social constructionism". Translation from English to Portuguese. Organized by the Research Group in Public Health from the School of Nurse, University of São Paulo, Brazil.

PARTICIPATION @ RESEARCH GROUPS

"Psychology, Health Care and Social Constructionism" 2009 – Present

Member at Brazilian research group at University of Sao Paulo – USP Certified by a Brazilian governmental institute called CNPq (National Council for Scientific and Technological Development).

Practices, Knowledge and Health Policies 2004 – 2008

Nursing College – University of Sao Paulo (USP). Brazil. The objective of this group is to contribute with the scientific production of knowledge in the field of public policy and health care.

PARTICIPATION IN CONFERENCES, COURSES, WORKSHOP & SEMINARS





Conference October 10th – 12th, 2014

Performing the World 2014: Who Shall We Become?. Workshop: Co-designing education: The Imagineering approach. Authors: Celiane Camargo-Borges, Youp Selen, Frank Crucq Performing the world – New York - New York

Conference

June 2014

Beyond the Therapeutic State: Collaborative Practices for Individual and Social Change. Place: Buskerud and Vestfold University College. Poster presented: Co-designing education: The Imagineering approach for social change. Authors: Celiane Camargo-Borges, Youp Selen, Frank Crucq Drammen, Norway

Conference

July 2014

International Interdisciplinary Business-Economics Advancement Conference. Faculty of economics Istanbul University - Turkey

Oral presentation: Collaborative consumption: definition and dimensions of interactional, relational and social analysis. Authors: Beatriz G. Matos, Maria de Lourdes de Azevedo Barbosa and Celiane Camargo-borges 2014. Istanbul, Turkey

Conference: First Annual Conference of Psychology, held on the 3rd and 4th April, at the IE University of Segovia, Segovia, Spain.

Oral Presentation: A postmodern approach to psychology in the context of Organization development: towards a generative theory





University of Rijeka

SANDRA JANKOVIĆ

PERSONAL INFORMATION

G. Verdi 6; 51410 Opatija Croatia

☎ 00385 51 294 686

✉ sandrai@fthm.hr

🌐 www.fthm.hr

Sex F | Date of birth 21/02/1971 | Nationality Croatian

<https://www.fthm.uniri.hr/kontakti/73-sandra-jankovic>

<https://portal.uniri.hr/Portfelj/Index/1427>

Publications: <https://www.bib.irb.hr/pregled/znanstvenici/211445>

Google scholar <https://scholar.google.hr/citations?user=6rkZ0BIAAAAJ&hl=hr>

WORK EXPERIENCE

• Dates (from – to)	October, 2020 - present
Name and address of employer	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Type of business or sector	Full professor
Occupation or position held	Dean
Main activities and responsibilities	Management accounting, Revenue Management, Accounting for SMEs, Cost Management
• Dates (from – to)	October, 2014 – October, 2020
Name and address of employer	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Type of business or sector	Full professor
Occupation or position held	Assistant Dean for International Study
Main activities and responsibilities	Management accounting, , Revenue Management, Accounting for SMEs Cost Management, Strategic Accounting
• Dates (from – to)	May, 2013 – October, 2014
Name and address of employer	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Type of business or sector	Full professor
Occupation or position held	Vice Dean for International Cooperation (2009 – 2014)
Main activities and responsibilities	Management accounting, Accounting for SMEs, International Accounting, Auditing, Revenue Management
• Dates (from – to)	April 2008 – May, 2013
Name and address of employer	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Type of business or sector	Associate professor
Occupation or position held	Vide Dean for International Cooperation (2009 – 2014)
Main activities and responsibilities	Management accounting, Financial accounting, Accounting for SMEs, International Accounting, Audit
• Dates (from – to)	January 2003 – April 2008





Name and address of employer	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Type of business or sector	Assistant professor
Occupation or position held	-
Main activities and responsibilities	Management accounting, Accounting
• Dates (from – to)	October 2007- October 2010
Name and address of employer	Faculty for Commercial and Business Sciences, Slovenia
Type of business or sector	Assistant professor, Associate professor
Occupation or position held	External associate member
Main activities and responsibilities	Cost Accounting, Performance Measurement systems
• Dates (from – to)	2003 – 2015
Name and address of employer	LSV consulting d.o.o.
Type of business or sector	Consultant
Occupation or position held	Co-owner
Main activities and responsibilities	Consulting
• Dates (from – to)	October 2002 – October 2012
Name and address of employer	Zagreb School of Economics and Management (ZSEM)
Type of business or sector	Assistant professor, Associate professor
Occupation or position held	External associate member
Main activities and responsibilities	MBA Accounting and Auditing ; Courses: Responsibility Accounting
• Dates (from – to)	July 1997 – January 2003
Name and address of employer	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Type of business or sector	Assistant
Occupation or position held	-
Main activities and responsibilities	Accounting, Management accounting
• Dates (from – to)	September 1999 – October 2001
Name and address of employer	High school Rijeka, Hospitality department Opatija
Type of business or sector	Professor
Occupation or position held	-
Main activities and responsibilities	Accounting, Cost accounting
• Dates (from – to)	November 1994 – July 1997
Name and address of employer	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Type of business or sector	Junior assistant
Occupation or position held	-
Main activities and responsibilities	Accounting, Cost Accounting
• Dates (from – to)	1992 – 1993
Name and address of employer	Elementary school Lovran
Type of business or sector	Teacher of German Language
Occupation or position held	-
Main activities and responsibilities	Teacher
• Dates (from – to)	1988-1991
Name and address of employer	Atlas Dubrovnik
Type of business or sector	Tourist guide





Occupation or position held	Tourist guide and representative for tourist agency Dengg, Gruber, Der Tour
Main activities and responsibilities	Booking; check in/check out;

EDUCATION AND TRAINING

Year	1997- 2001
Place of education	Vienna, Austria
Name and type of organisation providing education	Vienna University of Economics and Business Administration Doctoral program
Title or qualification awarded	Doctor of Science - Ph.D: Doktorin der Sozial- und Wirtschaftswissenschaften, Dr. rer. soc. oec.
Year	1994-1997
Place of education	Opatija, Croatia
Name and type of organisation providing education	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Title or qualification awarded	Master of Science – M.Sc.
Year	1989-1993
Place of education	Opatija, Croatia
Name and type of organisation providing education	University of Rijeka, Faculty of Tourism and Hospitality Management Opatija
Title or qualification awarded	BA
Year	1996, October
Place of training	Lexington, Kentucky SAD,
Name and type of organisation providing training	University of Kentucky, Carol Martin Gatton College of Business and Economics, International Business and Management Center, Lexington, USA <i>Faculty Development Program II</i>
Principal subjects/Occupational skills covered	Accounting
Year	1996, August
Place of training	Vienna, Austria
Name and type of organisation providing training	Vienna University of Economics and Business Administration; International Summer School Program: Strategic management and Controlling
Principal subjects/Occupational skills covered	Strategic management and Controlling
Year	July, 1995
Place of training	Vienna, Austria
Name and type of organisation providing training	Vienna University of Economics and Business Administration; International Summer School Program: Tourism und Hospitality Management
Principal subjects/Occupational skills covered	Tourism und Hospitality Management
Year	June, 2017
Place of education	University of Zagreb
Principal subjects/Occupational skills covered	SCOPUS workshop for editors
Year	March, 2017





Place of education	STR & La Fondation pour la formation Hoteliere
Principal subjects/Occupational skills covered	Introduction to Benchmarking and hotel Analytics
Year	March – August, 2011
Place of education	Cornell University School of Hotel Administration: eCornell program
Principal subjects/Occupational skills covered	Hotel Revenue Management Certificate
Year	July, 2010
Place of education	IT Academia
Principal subjects/Occupational skills covered	UniSTAT 1: 2 ECTS
Year	April, 2010
Place of education	IT Akademia
Principal subjects/Occupational skills covered	E-learning in teaching– 3 ECTS

Mother tongue(s) Croatian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
German	C1	C1	C1	C1	C1
	Replace with name of language certificate. Enter level if known.				
English	C1	C1	C1	C1	B2
	Replace with name of language certificate. Enter level if known.				
Italian	A2	A2	A2	A2	B2

ADDITIONAL INFORMATION

Co-editor in chief journal *Tourism and Hospitality Management*
University of Rijeka Senate member
Project leader *Benchmarking in the Croatian hospitality industry*
Supervisory Board Member: Modra špilja d.d; Vis d.d.;
University of Rijeka Budget Committee, member
Croatian Association of Hotel Enterprises (UPUHH) - Executive committee member

Married, two children

PERSONAL INFORMATION

Ana – Marija Vrtodušić Hrgović, Ph.D., Associate Professor

+ 385 51 294 182

anamariv@fthm.hr

<http://www.fthm.uniri.hr/>





WORK EXPERIENCE

September 1997 -
Present

Associate Professor

University of Rijeka, Faculty of Tourism and Hospitality Management

Lectures following courses:

- Quality Management
- Quality Management in Tourism
- Quality Management in Hospitality
- Integrated Management Systems
- Quality Management in the Hospitality Industry (course in English)
- Quality Management in Health Tourism (Postgraduate specialist study)
- Quality Management and Sustainable Development (Postgraduate Doctoral Study Management of Sustainable Development.)

Department for Quality and Controlling

1994 – 1997

Assistant Auditor

REV-RI d.o.o. Rijeka

Working in the field of financial auditing in different types of enterprises

AUDIT EXPERIENCE

September 2013

Technical Expert Services (Tourism and Hospitality)

Lloyds's Register EMEA, Podružnica Rijeka, Zagreb Office

January 2014 -
Present

Member of Internal auditor team in the project of ISO 9001:2008 implementation

in travel agencies

UHPA (Association of Croatian Travel Agencies)

July 2014 - Present

Travelife Auditor for Hotels

Travelife Sustainability in Tourism (Hotels and Accommodations)

July 2018 - Present

Travelife Auditor for Travel Agencies

Travelife Sustainability System (Tour Operators and Travel Agencies)

EDUCATION

2010 **Ph.D. in Economics**

University of Rijeka, Faculty of Tourism and Hospitality Management

Total Quality Management and Business Excellence in the Croatian Hotel Industry

2003 **M.sc. in Economics**

University of Rijeka, Faculty of Tourism and Hospitality Management

Quality System and Business results in the Hotel Industry





1994 **Bachelor in Economics**
University of Rijeka, Faculty of Economics





TRAINING

- 2021 [Workshop: Learning Catalytics and Perusall - student-centered teaching tools](#)
Faculty of Tourism and Hospitality Management, University of Rijeka
- 2021 [Workshop: Teaching process in higher education: Constructive connection of learning outcomes with other elements of the teaching process](#)
University of Rijeka, Faculty of Humanities and Social Sciences
- 2020 [Lifelong Learning Program – Teaching Competencies in Higher Education: Quality Assurance in Higher Education \(5 ECTS\)](#)
University of Rijeka, Faculty of Humanities and Social Sciences
- 2019 [ERASMUS+ teachers mobility](#)
ISAG – European Business School
- 2018 [Lifelong Learning Program – Teaching Competencies in Higher Education Learning and Teaching \(10 ECTS\)](#)
University of Rijeka, Faculty of Humanities and Social Sciences
- 2018 [Workshops: Defining learning outcomes and their harmonization with other elements of the teaching process; competence based curriculum in higher education; Learning and teaching; Peer - review](#)
University of Rijeka, Faculty of Humanities and Social Sciences
- 2018 [CEEPUS teachers mobility](#)
Corvinus University of Budapest, Corvinus Business School Department of Tourism
- 2017 [CEEPUS teachers mobility](#)
University of Economics, Prague, Department of Tourism
- 2015 [Internal Audit Seminar, Quality Management System ISO 9001:2015](#)
SGS, Opatija
- 2015 [Seminar Quality Management System - ISO 9001:2015](#)
SGS, Opatija
- 2014 [Triple A+ Training, Practitioner Level in the field of Career building Training](#)
Modernising Doctoral Education through Implementation of CROQF project-MODOC, University of Zagreb
- 2014 [Seminar – ISO 14001 as a tool for the implementation of environmental management legislation](#)
Verlag Dashöfer, Zagreb
- 2014 [Travelife advisor and auditor training – Sustainability for Travel Companies](#)
Travelife Sustainability in Tourism, (ECEAT), Zagreb
- 2014 [Auditor Training Seminar - Travelife for Hotels and Accommodation](#)
Travelife Sustainability System (ABTA Ltd.), Terme jezerčica
- 2013 [Internal Audit Seminar \(Quality Management System ISO 9001:2008\)](#)
UHPA (Croatian Association of Travel Agencies), Zagreb





- 2012 [Quality Management Systems Auditor/Lead Auditor Training Course \(Based on ISO 9001:2008 Standard\)](#)
Bureau Veritas, Opatija (IRCA QMS Auditor Certification Scheme)
- 2012 [UniSTAT 1 – Descriptive and inferential analysis](#)
[UniSTAT 2 – Analysis of variance and regression analysis](#)
[UniSTAT 3 – Introduction to multiple regression analysis](#)
(in total 6 ECTS).
UNIVERSITAS, Rijeka
- 2011 [Internal Quality Auditor according to the requirements of ISO 9001:2008](#)
Bureau Veritas, Lovran (Certificate of Achievement)
- 2002 [Quality Management development Programme ISO 9001:2000 Quality System Auditing](#)
SGS, Opatija
- 1999 [CEEPUS research mobility](#)
Wirtschaftsuniversität Wien, Institut für Tourismus und Freizeitwirtschaft

PERSONAL SKILLS

Mother tongue	Croatian				
Other languages	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1	C1	C1	C1	C1
German	B2	B2	B2	B2	B2





Communication skills

- Good communication skills gained through teaching and membership in different projects

Organisational/
managerial skills

- Vice Dean for Academic Affairs (2020.-)
- Member of the expert group for evaluation and accreditation in higher education, Slovenian National Agency for Quality in Higher Education, (2019)
- Assistant Dean for Quality Management (2017-2020)
- Head of the Institute for Management (2018-2020)
- Head of the Quality Assurance Board (2017-2020)
- Leader of working group in the self- evaluation process of the Quality Assurance System at the Faculty (2017-2018)
- Project manager for ISO 9001:2015 (2015-)
- Head of graduate studies (2014-2017)
- Head of Department for Quality and Controlling (2014-2018)
- Member of Supervisory Board of Alumni FTHM (2014)
- Secretary of the doctoral study (2012-2015)
- Secretary of postgraduate study (1998-2001)
- Coordinator of Central European Exchange Program for University Students –CEEPUS (1997-1998; 2011-2014)
- Member of Quality Committee (2012-present,)
- Member of the Internal auditor team in the process of implementation of ISO 9001:2000 at the Faculty of Tourism and Hospitality Management (2002-2004)
- Project manager in the process of quality management system implementation (ISO 9001:2015) for Professional- administrative support, library and IT services at the Faculty of Tourism and Hospitality Management





Job-related skills

- Coordination of activities in relation to the Quality Assurance System (ESG) and Quality Management System (ISO 9001:2015)
- Internal auditor for travel agencies –ISO 9001:2015
- Travelife auditor for Hotels and Accommodations
- Travelife Auditor for Touroperators & Travel Agencies

Digital skills

SELF-ASSESSMENT				
Information processing	Communication	Content creation	Safety	Problem solving
Independent user	Independent user	Independent user	Independent user	Independent user

Projects

- Management of business results in the hotel industry in Croatia, scientific-research project(2002-2007), team member
- Implementation of the quality management system in accordance with ISO 9001:2000 at the Faculty of Tourism and Hospitality Management, member of internal auditor team (2002-2004)
- Models and standards of quality and business excellence for the hotel industry, scientificresearch project (2007-2010), team member
- Working standards in Tourism, professional project, (2009-2010), team member
- Adriatic Sea Stars, professional project, (2012-2013), team member
- Health Tourism of Island Rab, professional project, (2013-2014), team member
- Glamping – a Factor of Campsite Quality, scientific-research project, (2017. - 2019.), teammember
- Kvarner Strategic Tourism Development Plan with the Strategic and Marketing Plan 2016. -2020. (2016), professional project, team member
- Implementation Analysis of the Kvarner Family Project (2019), professional project, executivedirector
- Tourism Development Strategy of the City of Buzet, 2020-2026, (2019), professional project,team member
- Project "Excellence and efficiency in higher education in the field of economics -E", memberof the project team, teaching staff survey (2019)
- Elements of destination quality - perception of people with reduced mobility, student researchproject, mentor (2019-2020)
- Focus on Quality in Household Accommodation - Guest Perspective, scientific-researchproject, (2019-2021), project leader
- Project "Excellence and efficiency in higher education in the field of economics -E", memberof the project team, study programs innovation (2021-2022)

Lectures at professional meetings

- Quality Management System – ISO 9001:2008, Specialization for Travel Agencies, Association of Croatian Travel Agencies, Terme Tuhelj, (2014,2015)
- Quality Standards in Tourism and Hospitality, Mystery Shopping day "Service Quality in Tourism", Heraklea, Rijeka, (2016)

Membership

- Croatian Society of Quality Managers (Supervisory Board)
- Croatian Society for Quality





- Croatian Controller Association
- Alumni of Faculty of Tourism and Hospitality Management (Supervisory Board)

PERSONAL INFORMATION

Marinela Krstinić Nižić

Dr. Nilo Cara 9, 51415 Lovran, Croatia

+385 51 294 189

marikn@fthm.hr

<https://www.fthm.uniri.hr/kontakti/119-marinela-krstinic-nizic>



Sex Female | Date of birth 16/08/1975 | Nationality Croatian

JOB POSITION

Vice Dean for Development

WORK EXPERIENCE

From 07/12/2016 to

Associate Professor

Faculty of Tourism and Hospitality Management, University of Rijeka, Primorska 42, 51410 Opatija, Croatia, <http://fmtu.uniri.hr/>

- Head of Undergraduate study (since 2017)
- Head of Department of Micro- and Macroeconomics (since 2015)
- Teaching: Urban economics, Sustainable Management, National economy, Energy management, Economic Policy
- Science work – Head of scientific project University of Rijeka ZP UNIRI 4/16 Energy management in hotel industry

Business or sector Education

From 07/11/2011 to 07/12/2016

Assistant Professor

Faculty of Tourism and Hospitality Management, University of Rijeka, Primorska 42, 51410 Opatija, Croatia, <http://fmtu.uniri.hr/>

- Teaching: Urban economics, Spatial planning and development, Energy management
- Science work
- Secretary of postgraduate doctoral study "Business administration in the tourism and hospitality industry"

Business or sector Education

From 09/10/2007 to 06/11/2011

Assistant

Faculty of Tourism and Hospitality Management, University of Rijeka, Primorska 42, 51410 Opatija, Croatia, <http://fmtu.uniri.hr/>

- Assisting in teaching: Macroeconomics, National Economics, Urban economics, Spatial planning and development

Business or sector Education

From 01/01/1999 to 08/10/2007

Assistant manager of commercial and financial sector Internal auditor of quality management system ISO 9001:2000

Radnik d.d. Opatija





- Investments, business plans and analysis, sales, procurement

Business or sector Business

EDUCATION AND TRAINING

- | | |
|-------------------|--|
| From 2007 to 2010 | <p>Ph.D. in Economics
Faculty of Tourism and Hospitality Management, University of Rijeka, Croatia</p> <ul style="list-style-type: none"> ▪ PhD |
| From 2000 to 2003 | <p>M.Sc. in Economics
Faculty of Tourism and Hospitality Management, University of Rijeka, Croatia</p> <ul style="list-style-type: none"> ▪ M.Sc. |
| From 1994 to 1999 | <p>M.Sc. in Economics
Faculty of Tourism and Hospitality Management, University of Rijeka, Croatia</p> <ul style="list-style-type: none"> ▪ BSc., Economy |
| March 2016 | <p>Seminar „Introduction to numerical simulation techniques: Getting practical experience in building computable general equilibrium (CGE) model in GAMS“
University of Zagreb, Faculty of Economics Zagreb</p> |
| February 2016 | <p>Academic Teaching Excellence – English as the Medium of Instruction" delivered by British Council
Faculty of Tourism and Hospitality Management, University of Rijeka, Croatia</p> |
| May 2016 | <p>Erasmus programme
Faculty of Commerce and Tourism, Complutense University of Madrid, Spain</p> |
| September 2013 | <p>"Case Studies for Management Education and Training",
Elizabeth M. Ineson and Christopher Mitchell – Manchester Metropolitan University , La Fondation pour la Formation Hoteliere</p> |
| September 2011 | <p>Erasmus programme
University of Parthenope, Naples, Italy, Department of economics</p> |
| July 2011 | <p>Hampstead School of English
London, Great England</p> <ul style="list-style-type: none"> ▪ International Seminar on foreign language |
| September 2010 | <p>Programme “Preparation of investment projects”
FOIP d.o.o. Zagreb</p> |
| June 2009 | <p>Certified European Project Manager</p> |





University of Rijeka, TEMPUS project «Know-How Transfer and Capacity Building for participation in EU Community Programmes in Croatia by using Certified EU Project Manager Skills Scheme» (CROMEU), University of Rijeka

- EU Project Management skills

PERSONAL SKILLS

Mother
tongue(s) Croatian

Other
language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
GERMAN	C2	C2	C1	C1	C2
ENGLISH	B2	B2	B2	B2	B2
ITALIAN	C1	C1	B2	B2	C1
FRENCH	B1	B1	A2	A2	B1

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2 Proficient user

[Common European Framework of Reference for Languages](#)

Communicati
on skills

- good communication skills gained through my experience as Associate Professor
- ability to work in teams and to adapt in different and multicultural environments acquired through work on different projects and implementation of different activities (ERASMUS fellowships), member of the Croatian Economic Association

Organisa
tional /
managerial skills

Interest in a promoting innovation and working in a multi-disciplinary team-oriented environmental economics.

- Scientific project Sustainable cities as carriers of economic development UNIRI-DRUSTV-18-212 (project leader, 2019 - 2021)
- Scientific project Circular Economy - Possibility of Development of the Croatian Economy (researcher, 2018-2020)
- Scientific project Energy management in the hotel industry ZP UNIRI 4/16 (project leader, 2016 - 2018)
- Scientific project Climate Change in Tourism ZP UNIRI 4/15 (researcher, 2015 - 2017)
- Scientific project Cultural and Creative Industries in value chain innovation of tourism destination ZP UNIRI 1/17 (researcher, 2017. - 2019.)
- EU project: INTERREG Italy-Croatia CBC Program „Zero Waste Blue sport events for territorial development“ (2018-2019.)
 - IPA Adriatic CBC project “Zero Waste Adriatic net of events and festivals” (from 2012 to 2015)
- leadership and control:
 - Vice Dean for Development (since 2020 -
 - Head of Department of Macro- and Microeconomics (2015-2020)
 - Head of Undergraduate study (since 2017-2020)
 - Head of EU project for Faculty Interreg Italy-Croatia Zero Waste Blue sports events for territorial development





Digital
competence

SELF-ASSESSMENT				
Information processing	Communication	Content creation	Safety	Problem solving
Basic user	Basic user	Basic user	Basic user	Basic user

Levels: Basic user - Independent user - Proficient user
[Digital competences - Self-assessment grid](#)

- good command of MS Office package

Driving licence B

ADDITIONAL
INFORMATION

Married, two child

Josipa Cvelić-Bonifačić

- **Date of birth:** 12/04/1961
- **Gender:** Female
- **Nationality:** Croatian
- **Home:** (+385) 098442877
- **Email address:** josipa.bonifacic@gmail.com
- **Home:** Frankopanska 99, 51521 Punat, Croatia

• WORK EXPERIENCE

Quality services manager

Valamar Riviera d.d.
02/01/2017 – Current

- Stancija Kaligari, Poreč, Croatia
- Quality Service Manager for 15 Camping resorts. Quality Checks, Evaluation, Education, Training.

Assistant Professor

Faculty of tourism and hospitality management





06/2019 – Current

- Ika, Opatija, Croatia

-
- Teaching on Undergraduate Study "Camping management".
 - Leading Life long learning programme "Camping Resort Management"
 - Leading Erasmus+Project "CAMPMAS^TER" Development of european Curriculum in Sustainable Camping Management
 -

Project manager & Member of the Board Hoteli Baška d.d.

Valamar Riviera d.d.

01/03/2015 – 31/12/2016

- Stancija Kaligari, Poreč, Croatia

-
- Development and implementation in different development project in camping and hotel development.
 - Member of the Board of Hoteli Baška d.d. with the task of implementation standards of Valamar Riviera and prepare merging Hoteli Baška d.d. with Valamar Riviera d.d.

Director of sales, marketing, revenue management and development of campsites

Valamar Riviera d.d.

01/11/2012 – 03/2015

- Stancija Kaligari, Poreč, Croatia
- Responsibility for Sales, Marketing, Revenue Management and development of 13 campsites of Valamar Riviera d.d. in brand "Camping Adriatic by Valamar" with total capacity of 9.800 accommodation units (out of which 986 mobile homes), or 30.000 guests daily and who realize app 2,2 million overnights.
- Operational responsibility for online, offline, PR, social network, CRM, loyalty program. Responsibility for Sales and Budget of all capacities of 13 campsites included of all sales channels.
- Responsibility for revenue management and revenues on daily basis.
- Responsibility for development projects in campsites, feasibility studies and investments projects.

Director of camping operations

Valamar Hotels & Resorts d.o.o.

09/2006 – 09/2012





- Zagreb, Croatia
- Responsibility for operations of 9 campsites, in line with operational management Contract between Valamar Hotels&Resorts and more companies such as Zlatni otok d.d., Hoteli Rabac d.d., Hoteli Babin kuk Dubrovnik, Riviera Poreč d.d. and Puntizela d.o.o.
- Main activities include organisation, quality development and control, leadership, branding, development projects in all campsites, feasibility studies, HR development, budgeting, controlling and different operational projects.

Member of the Board "Zlatni otok" d.d.

Zlatni otok d.d.

09/2006 – 11/2012

- Krk, Croatia
- Responsibilities of the member of the Board according to Commercial Law except operations, marketing and sales.

CEO of Hoteli Punat d.d.

Hoteli Punat d.d.

06/1994 – 11/2002

- Punat, Croatia
- Responsibility for all company affairs.
-

Founder and CEO of Aurea International d.o.o.

Aurea International d.o.o.

13/04/1990 – 15/06/1994

- Krk, Croatia
- Founder and CEO of first private travel agency at the island of Krk.
- CEO until 1994.
- Until 2015. procurator of Aurea International d.o.o.
- From 2015 until today CEO of Bonimare d.o.o. legal sucesor after split of Aurea International d.o.o.
-

Manager of campsite Pila, Punat

Hoteli Punat d.d.

10/1985 – 12/1989





- Punat, Croatia

-
- Management of campsites with capacity of 3.000 persons.
 - Campsite Pila was part of RO"Punat" OOUR Marina Punat and then later Brodokomerc Rijeka, RO Hotelijerstvo, OOUR Hoteli Punat

Secondary school teacher

CUO "Čedo Žic" Krk

01/1985 – 06/1985

- Krk, Croatia

-
- Teacher of different subjects related with tourism such as: Basis of tourism, basis of hospitality, marketing in tourism etc.

Higher Assistant

Faculty of tourism and hospitality management

05/2014 – 06/2019

- Ika, Opatija, Croatia

-
- Assistant of prof.dr.sc Zdenko Cerović on subject: Camping Management on undergraduate study.

• EDUCATION AND TRAINING

National Council for Science, Higher Education and Technological Development

Election into Research Associate

30/09/2016

Faculty of tourism and hospitality management

PhD

01/2010 – 04/07/2012

- Primorska 42, Ika, Opatija, Croatia

Faculty of tourism and hospitality management

Master of science

03/1996 – 12/2003





- Primorska 42, Ika, Opatija, Croatia
- www.fthm.uniri.hr

Faculty of economic and business

Economist

09/1979 – 05/1985

- Ivana Filipovića 4, Rijeka, Croatia
- www.efri.uniri.hr

• LANGUAGE SKILLS

Mother tongue(s)

Croatian

Other language(s)

English

Listening

C1

Reading

C1

Spoken interaction

C1

Spoken production

C1

Writing

C1

German

Listening

C1

Reading

C1

Spoken interaction

C1

Spoken production

C1

Writing

B1





Italian

Listening

B1

Reading

B1

Spoken interaction

B1

Spoken production

B1

Writing

B1

[Report inappropriate content](#)

Marina Laškarin Ažić

Date of birth: 03/09/1986 | **Nationality:** Croatian | **Gender:** Female |
(+385) 0959097079 | marinal@fthm.hr | Save Vukelića 25, 51000, Rijeka, Croatia

1. Managing guest satisfaction (graduate study),
2. Introduction to hospitality (Erasmus -
undergraduate study) Associate on courses:

1. Introduction to hospitality
2. Accommodation management

01/04/2011 – 2015 – Opatija, Croatia

3. **ASSITANT – FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT**

*Institute for
hospitality*

Courses:

- Introduction to hospitality
- Managing guest satisfaction
- Accommodation management
- Principle and practice in Tourism and Hospitality





- Introduction to Hospitality- "Hospitality Today - An Introduction" (AHLEI)

Opatija, Croatia

2006 – 2011

- **RAD U TURIZMU I UGOSTITELJSTVU**

Seasonal jobs

Croatia

- **EDUCATION AND TRAINING**

11/2011 – 21/05/2015 – Opatija

DOCTOR OF SCIENCE, PHD. – Faculty of tourism and hospitality management

Naziv doktorskoga rada: Menadžment zadovoljstva gosta u hotelijerstvu primjenom programa Loyalty

01/03/2014 – 01/07/2014 – Vienna, Austria

- **CEEPUS- CENTRAL EUROPEAN EXCHANGE PROGRAM FOR UNIVERSITY STUDIES** – Vienna

4. University of Economics and Business - Wirtschaftsuniversität Wien

Kolegiji:

Global Brand

Management

Global

Consumer

Behavior

2009 – 2010 –

Opatija,

Croatia

MASTER OF ARTS (MA) – Faculty of tourism and hospitality management, University

of Rijeka

2005 – 2009 – Opatija, Croatia

UNIV.BACC.OEC. – Faculty of tourism and hospitality management

02/2009 – 06/2010 – Rijeka, Croatia

ZNANJEM DO SREDSTAVA, ZNANJEM DO EU – "ZAKLADA" Sveučilište u Rijeci

pisanje EU projekta





04/2009 – 12/2009 – Rijeka, Croatia

BUSINESS SCHOOL – HUP (Hrvatska udruga poslodavaca)

- team work,
- presentation skills,
- project management,
- managing human resources,
- selling skills

2001 – 2005 – Rijeka, Croatia

ECONOMIST – Economic school "Mijo Mirković"

◦ LANGUAGE SKILLS

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken	Spoken production	interaction
ENGLISH C1		C1	C1	C1	C1
ITALIAN A2		A2	A1	A2	A1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

◦ DIGITAL SKILLS

Smart PLS SEM SPSS Statistical Tool Microsoft office (Word Excel Powerpoint Outlook)

◦ HONOURS AND AWARDS

Award

- The best student preposition for EU project, in Primorsko-Goranska county, "EU youth school for acquiring new skills and competences", January 2010.

◦ ORGANISATIONAL SKILLS

Other information

- Project leader "Improving models for managing guest loyalty" 2018,
- Member of the center "Student professional practice" 2016 -2020
- Congress secretary - THI 2012.





- Member of organizing committee -Business school "Alpe Adria", 2011.
- Seminar secretary "Hotel manager"2011.,2012.,

Universitat de Girona

PERSONAL INFORMATION

BLASCO, Daniel

📍 Facultat de Turisme, Edifici Sant Domènec
Pl. Ferrater i Mora 1 - Campus Barri Vell - 17004 Girona

☎ +34 972419716 📠 +34 696326992

✉ dani.blasco@udg.edu

Gender Male | Date of birth 17/10/1978 | Nationality Spain

WORK EXPERIENCE

2021 Coordinator of the Master in Tourism Management and Planning
Faculty of Tourism, University of Girona, Girona, Catalonia, Spain

2020 Tenure-track lecturer at the University of Girona
Faculty of Tourism, University of Girona, Girona, Catalonia, Spain

2013-2019 Project manager





CAMPUS TURISME (Tourism Campus) - University of Girona, Girona, Catalonia, Spain

Participation in the following recent project::

- Report on 'Single-Use Plastic Products in the Tourism Value Chain', for the World Travel and tourism Council and UNEP (2019), acting as a coordinator of the University of Girona team.
- European Tourism - Latest Developments and Future Challenges, IP/B/TRAN/IC/2019-028 (2019), acting as a coordinator of the University of Girona team.
- INNOVACT (2018) and INNOVACT II (2019) projects (INTERREG): acting as an expert in cross-border tourism.
- Tourism Strategic Plan for the city of Girona (2018), as a coordinator of the research team.

2010-2013

Project manager

INSETUR – CEI-eMTA - University of Girona, Girona, Catalonia, Spain

2005-2010

Director of operations

Research & Innovation Centre for the Tourism Industries (CRIIT), Girona, Catalonia, Spain

2005-2020

Associate professor

Faculty of Tourism, University of Girona, Girona, Catalonia, Spain

Business or sector Tourism

EDUCATION AND TRAINING

(2013)

PhD in Tourism

University of Girona, Girona, Catalonia, Spain

(2006 - 2008)

Master Degree in Tourism Management and Planning

University of Girona, Girona, Catalonia, Spain

(1997 - 2000)

Degree in Tourism

University of Girona, Girona, Catalonia, Spain

PERSONAL SKILLS





Mother tongue(s) CATALAN

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
ENGLISH	C2	C2	C2	C2	C2
SPANISH	C2	C2	C2	C2	C2
FRENCH	B1	B2	A1	A1	A1

Organisational / managerial skills Team work; Communication

Job-related skills Managing teams; Leadership

Computer skills Very good command of Microsoft Office™ tools, statistical analysis packages (SPSS), map projection (ArcGIS), and other specialized software that supports the empirical analysis of data in research projects.

Driving licence B

PUBLICATIONS



ALDAO, C., BLASCO, D., PALOU I RUBIO, S., & POCH ESPALLARGAS, M. (2021). Modelling the crisis management and impacts of 21st century disruptive events in tourism: the case of the COVID-19 pandemic. *Tourism Review*. Vol. ahead-of-print No. ahead-of-print.

FERRER-ROCA, N., GUIA, J., & BLASCO, D. (2021). Partnerships and the SDGs in a cross-border destination: the case of the Cerdanya Valley. *Journal of Sustainable Tourism*. Vol. ahead-of-print No. ahead-of-print.

BLASCO, D., PALOU I RUBIO, S., & POCH ESPALLARGAS, M. (2021). Emergence and Spread of Critical Discourses Opposing Tourism: The Case of Girona, an Urban Satellite Destination of Barcelona. *Tourism Planning & Development*. Vol. ahead-of-print No. ahead-of-print

FERRER, N., WESTON, R., GUIA, J., MIHALIÇ, T., BLASCO, D., & LAWLER, M. (2020). Back to the future: Challenges of European Tourism of Tomorrow. *Journal of Tourism Futures*. Vol. ahead-of-print, No. ahead-of-print

DONAIRE BENITO, J. A., ZERVA, K., PALOU I RUBIO, S., & BLASCO, D. (2019). Do not cross the line: planning the limits of tourism in Barcelona. *Boletín de la Asociación de Geógrafos Españoles*, 83, 1–26.

ZERVA, K., PALOU, S., BLASCO, D. & DONAIRE, J.A. (2018). Tourism-philia versus tourism-phobia: residents and destination management organization's publicly expressed tourism perceptions in Barcelona. *Tourism Geographies*, 21 (2), 306-329.

BLASCO, D., GUIA, J., & PRATS, LL. (2016). Mountain tourism supply-chain networks in cross-border settings: the case of Intercerdanya, Spain. In: *Mountain Tourism. Experiences, Communities, Environments and Sustainable Futures*, p. 235-245.

CUEVAS, T., BLASCO, D., & TIMOTHY, D. (2016). The pink store: A unique tourism enterprise at the US-Mexico border. *European Journal of Tourism Research*, 13, 122-131.

BLASCO, D., GUIA, J., i PRATS, LI. (2014). Emergence of governance in cross-border destinations. *Annals of Tourism Research*, 49, 159-173.

BLASCO, D., GUIA, J., & PRATS, LI. (2014). Tourism destination zoning in mountain regions: a consumer-based approach. *Tourism Geographies*, 16 (3), 512-528.

BLASCO, D., GUIA, J., & PRATS, LI. (2014). Heritage tourism clusters in three borders in Mexico. *Journal of Heritage Tourism*., 9, 1, 51-67.

PALAU, R., FORGAS, S., FERRER, B., & BLASCO, D. (2012). An analysis of greenways from an economic perspective. *Tourism Planning and Development*, 9 (1), 15-24.

BLASCO D., GUIA J., & PRATS LI. (2010). Clústers de productos turísticos: El caso de Cataluña. *Primer Coloquio Internacional en la Cátedra Patrimonial en Turismo Sergio Molina* (Universidad Autónoma de Ciudad Juárez).

BLASCO D., GUIA J., & PRATS LI. (2010). Desarrollo de un clúster transfronterizo de enoturismo en Francia y España. *Cahiers Européenns des Sciences Sociales*, 1 (1), 37-53.

BLASCO, D., GUIA, J., & PRATS, LI. (2010). La organización turística del territorio en la frontera. *Teoría y Praxis*, 8, 9-23.

BLASCO, D., GUIA, J., PRATS, LI., & SAEZ, M. (2009). Clústers turísticos en Cataluña. Una propuesta de organización turística del territorio. *Principales tendencias de investigación en turismo*. Ferrari G.; Mondéjar J.; Mondéjar J.A.; i Vargas M. (eds.). Septem Ediciones.

BLASCO, D., GUIA, J., PRATS, LI. & SAEZ, M. (2009). Clústers turísticos en Cataluña. Una propuesta de Organización Turística del Territorio. *RESTMA Revista de Economía, sociedad, Turismo y Medio Ambiente*, 8-9, 77-98.



BLASCO, D. & PRATS, LI. (coord). (2007). *Els Reptes de la Formació Continuada*. Ed. Universitat de Girona. Girona.

PERSONAL INFORMATION

Name	Raquel Camprubí
Address	Plaça Ferrater Mora, 1 17071 Girona (Spain)
Phone number	+34 972 41 97 00
Fax	+34 972 41 97 09
E-mail	raquel.camprubi@udg.edu
Nationality	Spanish
Date of birth	15/12/1978

WORKING EXPERIENCE

- | | |
|--|---|
| • Dates (from-to) | 2004 - nowadays |
| • Name and address of employer | University of Girona
www.udg.edu |
| • Type of business or sector | Education |
| • Occupation or position held | Associate professor |
| • Main activities and responsibilities | Lecturer in graduate and postgraduate courses
Researcher
Member of the PhD tourism Program Academic Committee |
-
- | | |
|--|---|
| • Dates (from-to) | 2004 (5 month) |
| • Name and address of employer | Idees i Assessorament Turístic |
| • Type of business or sector | Consultancy |
| • Occupation or position held | Project assistant |
| • Main activities and responsibilities | Questionnaires design
Data collection
Reports writing |

EDUCATION AND TRAINING

Title of qualification awarded	Ph.D. in Business Management (2009)
Name and type of organization providing education and training	University of Girona Title of the dissertation: Induced tourism image formation: the role of relational networks





Cum Laude mention and Extraordinary Doctorate Award in Business Administration and Management 2011.

Title of qualification awarded
Name and type of
organization providing
education and training

Master en Direcció i Planificació del Turisme (2008)
University of Girona

Title of qualification awarded
Name and type of
organization providing
education and training

Maître en Ingénierie et Commercialisation des Produits Touristiques et Hôtelières (2004)
University of Toulouse - Le Mirail

Title of qualification awarded
Name and type of
organization providing
education and training

Diplomat en Turisme (2002)
University of Girona

PERSONAL SKILLS AND COMPETENCES

MOTHER TONGUE

Catalan and Spanish

OTHER LANGUAGES

English

READING SKILLS

Very good

WRITING SKILLS

Very good

VERBAL SKILLS

Very good

French

READING SKILLS

Very good

WRITING SKILLS

Very good

VERBAL SKILLS

Very good

SOCIAL SKILLS AD
COMPETENCES

Living and working with other
people, in multicultural
environments, in positions
where communication is
important and situations

Living for four months in Strasbourg, France with a research grant.
Living for three months and a half in Perpignan, France with a research grant.
Living for three months in Sheffield, UK with a research grant (postdoc).





where teamwork is essential
(for example culture and
sports) etc.

ORGANIZATION SKILLS AND COMPETENCES

Coordination and
administration of people,
project and budgets; at work;
in voluntary work (for
example culture and sports)
and at home, etc

Coordinator of the Tourism Degree at University of Girona (2011-2012).
Secretary of Research Institute in Tourism at University of Girona (2013-
2019).

Coordinator of the Master in Tourism Development and Planning (2020-
2021).

Member of the Quality Commission at the Faculty of Tourism at
University of Girona (2013-current).

Coordinator and manager of several training courses.

Manager of several research projects for public and private sector.

Specialised on marketing and communication in tourism destinations, and
development of qualitative and quantitative research methods.

TECHNICAL SKILLS AND COMPETENCES

With computers, specific
kinds of equipment,
machinery, etc.

Competences in scientific software: SPSS, UCINET 6.0, ATLAS.TI, N-
VIVO.

ADDITIONAL INFORMATION

Publications

Camprubí, R. & Garau-Vadell, J. (2021 in press). Residents risk
perception of P2P vacation accomodation. *Journal of Place
Management and Development*.

Donaire, J.A; Galí, N. & Camprubí, R. (2021). Empty Summer:
International Tourist Behavior in Spain during COVID-19. *Sustainability*,
13(8), 4356.

Pallicer, F., & Camprubí, R. (2021 in press). La autopercepción del
turista cultural. Pasos. Revista de Turismo y Patrimonio cultural, 19(4).

Perpiña, L., Prats, L., & Camprubí, R. (2021). Image and risk perceptions:
an integrated approach. *Current Issues in Tourism*, 24(3), 367-384.

Camprubí, R. (2020). Cinematographic image of Barcelona and the
tourist consumption of the city. *e-Review of Tourism Research (eRTR)*,
18(2): 191-214.

Galí, N., Camprubí, R. (2020). Guiding: a comprehensive literature



review. *Scandinavian Journal of Hospitality and Tourism*, 20, 317-334.

Camprubi, R.; Planas, R. (2020 in press). Storytelling in tourism destination branding: The case of Girona. *Cuadernos de Turismo*, 46.

Schofield, P., Coromina, L., Camprubi, R., & Kim, S. (2020). An analysis of first-time and repeat-visitor destination images through the prism of the three-factor theory of consumer satisfaction. *Journal of Destination Marketing & Management*, 17: 1-12.

Camprubi, R., Planas, C. (2020). El storytelling en la marca de destinos turísticos: el caso de Girona. *Cuadernos de Turismo*, 46, 269-289.

Camprubí, R.; Coromina (2019). Residents versus visitors of light festivals in cities: The case of Barcelona. *Journal of Policy Research in Tourism, Leisure and Events*, 11(3): 455-468.

Perpiña, L.; Camprubí, R., & Prats, L. (2019). Destination image versus risk perception. *Journal of Hospitality & Tourism Research*, 43(1), 3-19.

Camprubí, R.; Coromina (2019). The lighting dimension of perceived tourist image: the case of Barcelona. *Current Issues in Tourism*. 22:19, 2342-2347.

Descamps, G., Camprubi, R. (2018). 35 años de carteles turísticos en Cataluña: Evolución de la imagen turística catalana del 1980 al 2015. *Boletín de la Asociación de Geógrafos Españoles*, 79, 2486, 1–25

Perpiñá, L; Prats, L., Camprubí, R. (2017). Investigating perceived risks in international travel. *Tourismos: An International Multidisciplinary Journal of Tourism*, 12(2): 101-128.

Galí, N.; Camprubí, R.; Donaire, J.A. (2017). Analysing tourism slogans in top tourism destinations. *Journal of Destination Marketing & Management*, 6: 243-251.

Camprubí, R.; Coromina, L. (2016). La influencia de las fuentes de información en la formación de la imagen turística. *Pasos. Revista de Turismo y Patrimonio cultural*, 14(4): 781-796.

Prats, L.; Camprubí, R.; Coromina, L. (2016). Examining the role of familiarity, information sources, length of stay and satisfaction to the image perception model. *European Journal in Tourism Research*, 13: 5-22.

Coromina, L.; Camprubí, R. (2016). Analysis of tourism information sources using a Mokken Scale perspective. *Tourism Management*, 56: 75–84.

Camprubí, R.; Coromina, L. (2016). Content Analysis in Tourism Research. *Tourism Management Perspectives*, 18: 134–140.

Camprubí, R.; Coromina, L. (2016). The role of information sources in image fragmentation. *Annals of Tourism Research*, 57: 242-245.

- Camprubí, R. (2015). Análisis de la gestión turística de los museos: El caso de Girona. *Gran Tour: Revista de Investigaciones Turísticas*, 11: 121-146.
- Camprubí, R. (2015). Capital cities tourism image: Is it fragmented?. *European Journal of Tourism, Hospitality & Recreation*, 6(1): 57-74.
- Camprubí, R., Galí, N., (2015). An exploratory analysis of websites as a tool for promoting the DOQ Priorat Wine Route, *Boletín de la Asociación de Geógrafos Españoles*, 68: 159-176.
- Camprubí, R., Prats, L. (2014). The perceived image of Barcelona by short break tourists. *European Scientific Journal*, 9 (special ed. 2): 941-949.
- Donaire, JA.; Camprubí, R.; Galí, N. (2014). Tourist clusters from Flickr travel photography. *Tourism Management Perspectives*, 11: 25-33.
- Camprubí, R.; Guia, J.; Comas, J. (2014). Analysing image fragmentation in promotional brochures: A case study of two urban destinations. *Journal of Hospitality and Tourism Research*, 38(2): 135-161.
- Camprubí, R.; Guia, J.; Comas, J. (2013). The New Role of Tourists in Destination Image Formation. *Current Issues in Tourism*, 16(2): 203-209.
- Camprubí, R. (2012). Tourism image fragmentation: the case of Perpignan. *Tourism and Hospitality Research*, 12(1): 43-49.
- Camprubí, R.; Guia, J.; Comas, J. (2009). Managing induced tourism image: Regional patterns of the life cycle. *TOURISM An International Interdisciplinari Journal*, 57(3): 241-258.
- Camprubí, R.; Guia, J.; Comas, J. (2009). La formación de la imagen turística inducida: Un modelo conceptual. *Pasos. Revista de Turismo y Patrimonio cultural*, 7(2): 255-270.
- Camprubí, R.; Guia, J.; Comas, J. (2008). Destination networks and induced tourism image. *Tourism Review*, 63(2): 47-58.

Conferences

- Participation in more than 30 international conferences since 2005. My last contributions are the following:
- Camprubí, R.; Goncalves, O. (2020). An exploratory analysis of wineries digital strategy via websites functionality: the case of two cross-border territories (Roussillon and Empordà). 2nd International Research Workshop in Wine tourism: Challenges and futures perspectives. 17-18 September, Strasbourg, France.
- Grande, K.; Camprubí, R.; Botti, L. (2019). "Competitiveness measure by composites indicators within French Outdoor Hospitality Parks (OHP)". ATLAS. Annual Conference 2019 - Tourism Transformations, 17 – 20 de setembre, Girona, Spain.
- Garau-Vadell, J.; Camprubí, R. (2019). "residents risk perception of P2P vacation rental". ATMC 2019 - Marketing for more sustainable and collaborative tourism, 4 – 7 September, Namur, Belgium.
- Grande, K.; Camprubí, R.; Botti, L. (2019). "Performance globale des établissements HPA: l'apport du degré d'animativité". 6ème conférence

de l'AFMAT, 23 – 24 May, Perpignan, France.

Camprubí, R.; Fons, S.; Goncalves, O. & Soloanandrasana, B. (2019)
L'image d'un événement oenotouristique: le cas de Nîmes Toquée.
6ème conférence de l'AFMAT, 23 et 24 May, Perpignan, France.

Camprubí, R.; Fons, S.; Goncalves, O. & Soloanandrasana, B. (2018)
Tourist Image of a Wine Event: The Case of Nîmes. ATLAS Annual
Conference 2018 - Destination Dynamics, 26 – 29 September,
Copenhagen, Denmark.

Gassiot, A.; Camprubí, R. (2017). The accessibility of Museum Websites:
the case of Barcelona. II Interational Conference: Tourism Dynamics and
Trends, 26-29 June, Seville, Spain.

Camprubí, R. (2017). Cinematographic faces of Barcelona and the
consumption of the city. Architecture and Tourism. Fictions, simulacre,
virtualities, 4-7 July, Paris, France.

Camprubí, R.; Coromina, L. (2017). Illumination events in cities: the case
of Barcelona, Tourism and the night symposium, 14-15 July, London,
UK.

Courses

Lecturer in several courses since 2005, most of them at the University
of Girona (UdG). Some of the courses that are more related to my
specialisation are the following:

- Tourism Image and
Branding of Destinations, Master in Cultural Tourism.
- Qualitative Techniques,
Master in Cultural Tourism.
- Research Methods in
Tourism, Master in Sustainable Tourism and ICT.
- Tourismology, Master in
Tourism Management and Planning.
- Communication
Techniques in Tourism, Degree in Tourism (4th year).
- Strategic Management,
Degree in Tourism (2nd year).

Projects

Supervisor of 2 PhD thesis, 2 running PhD projects and 26 Master thesis
projects.

Participation in numerous funded projects. The most relevant are the
following:

HikingEurope, Cosme Program (2016-2017).

ACCENTGASTRONOMY, Cosme Program (2015-2017).

MITOMED – Models of Integrated Tourism in the Mediterranean, Med
Program (2014- 2016).

RES'PIR: A quality process for sustainable tourism in the trans-border
Pyrenean space, Inter-reg Program (2010-2013)-.



Research stays

Centre: Centre for International Tourism Research (CITour) - Sheffield Hallam University, Sheffield (UK).

Date: 01/12/2009 al 28/02/2010 (3 meses)

Type: Postdoc

Centre: Université de Perpignan Via Domitia (GEREM – Groupe d'Etudes et de Recherche en Economie et Management), Perpignan (France).

Date: 15/11/2007 al 29/02/2008 (3,5 meses)

Type: Predoc

Centre: BETA – Bureau d'Economie Théorique et Appliqué (Université Louis Pasteur), Strasbourg, (France).

Date: 09/10/2006 al 09/02/2007 (4 meses)

Type: Predoc

Surname: MARTÍNEZ GARCÍA
Spanish ID: 38800682G

Birth date : 21 junio 1964

Name: ESTHER

Professional situation

Agency: University of Girona
Faculty, School or Institute:
Faculty of TourismDept./Sec./ Unit
str.: Department of Economy
Postal address: Faculty of Tourism, Plaça Ferrater i Mora, 1, 17004

GironaTelephone (indicate prefix, number and extension): 972 419719

Email: esther.martinez@udg.edu

Specialization (UNESCO Codes): 5312.90

Professional category: University Professor S

Start date: 04/01/2003Staff

Dedication Full time

- **ORCID:** 0000-0001-6828-4933
- **Scopus autor ID** 24067504300

Academic training

Higher Degree Center Date





Master in Science in Economics University of York (England)
October 1988 Degree in Economic and Business Sciences
University of Barcelona 1987

Doctorate Center Date
Doctor in Economic and Business Sciences University of Barcelona 08/10/1993

• **Previous professional scientific activities**

<i>FECHAS</i>	<i>PUESTO</i>	<i>INSTITUCIÓN</i>
16-09-2000 a 31-03-2003	Temporary University Professor	University of Girona,
01-12-1993 a 15-09-2000	Temporary University Professor	Universidad Pompeu Fabra, Departamento de Economía
01-10-1993 a 30-11-1993	Temporary University Professor	Universidad Pompeu Fabra, Departamento de Economía
2-01-1989 a 30-09-1993 Dpto. E.P., Hacienda Pública y DFT	Temporary University Professor	Universidad de Barcelona



- **Lines of investigation**

Brief description, by means of keywords, of the specialization and current lines of research.

Line I: Economics of tourism. Tourist demand and behavior of tourists and residents. Clustering and characterization of tourists. Determinants of duration of the trip and stay and other characteristics of the trip. Typologies of tourists. Analysis of tourist spending. Destination sustainability.

Line II: Business Sustainability: Corporate Social Responsibility in Human Resources Management.

Line III: Public Economy and public management. Sector application: Economics of tourism and economic management of destinations.

Line IV: Health Economics (fundamentally developed until 2006, and subsequently continued through teaching and some publication, e.g. in 2010, a book chapter.)

- **SCIENTIFIC HISTORY- SUMMARY OF THE SCIENTIFIC CAREER**

After completing a Master in Science in Economics at the University of York (England) in 1988, I received my doctorate at the University of Barcelona in October 1993, with the thesis entitled The redistributive effects of fiscal expenditures on the Income Tax of Physical persons. Particular study of private health spending, under the direction of Dr. Guillem López Casasnovas. He began research in the field of Public Economy, parallel to the microeconomic analysis of demand. The first of the lines of research has subsequently been relegated to the background by my incorporation to the University of Girona, where I was required to have a greater specialization in the economics of the tourism sector. Later, I also started a line of research on corporate social responsibility in human resource management, with publications in prestigious journals. The previous lines of research are currently framed in the large area of analysis of sustainability and the SDGs: analysis of demand in tourism, management of tourist destinations and business sustainability are included, the latter in the field of responsible management of human resources.

I have participated in the anonymous evaluation of international journals (Health Economics, Tourism Management, Regional Policy...), and I am a member and was a founding member of the International Association for Tourism Economics.

Likewise, I have been an external research evaluator for the "Research Grants Council (RGC), major funding body in Hong Kong supporting academic research projects undertaken by academic staff of the eight local universities", Hong Kong, March 2015; and Member of the jury for the Yvette Barbaza Research Award, Costa Brava Girona Tourist Board, years 2010 to the present.

Research sections: three state and three regional research sections; in both cases with the last section alive. Knowledge transfer research section: a state section and a regional section.

Teaching sections: 6 state teaching sections and 5 regional sections.



Other merits of research, management, teaching, awards received, etc. They have been included in the final section of this CV.

- **Participation in financed projects (national and/or international)**

Title of the contract/project: national competitive project, "Cooperatives and economic crisis". Financing

company/administration: Roca i Galès Foundation

Participating entities: Universitat Pompeu Fabra and Girona

Duration, from: 05/01/2017 to: 12/31/2014 Amount of the subsidy: €3,000.

Responsible researcher: P. Crespo

Number of participating researchers: 4

- • Researcher of the project "Strengthening of the heritage image in a coastal tourist destination", Nº researchers: 7. IP: M. Dolors Vidal. Official reference: Duration: 06/07/2019- 06/06/2021. Funder: University of Girona. Amount €10,000.
- • Researcher of the "INCOME" project. IP: J. Majó. No. of researchers: 11. Duration: 01/01/2018- 12/31/2020. Official project number: 588476-EPP-1-2017-1-PT-EPPKA2-KA Funder: Amount €141,285.00. ERASMUS Program - EU ERASMUS+. Funder: European Union.
- • Principal investigator of the project "Multidisciplinary Research Laboratory in Tourism", a competitive research group recognized by the Generalitat de Catalunya, recognized, and with financial aid amounting to €19,982.50. Number of researchers: 7. Official reference: 2017SGR0987. Duration: 01/01/2017- 12/31/2020. Funder: AGAUR - Management Agency for University and Research Adjustments (AGAUR). Generalitat of Catalunya.
- • Researcher of the competitive project "Blue Economy and Marine Conservation: Safeguarding Mediterranean MPAs in order to achieve Good Environmental Status". Researcher responsible for the economic and tourism analysis of the project. Global IP of the project: Josep Lloret Romañach. No. of researchers: 7 (3 contracted collaborators). Duration: 02/01/2018- 01/31/2020. Official project number: 3218. Amount: €150,025.00. Program: IR5B - UE INTERREG V B. Financing entity: European Commission. Keywords: Environmental impacts, Maritime recreational activities, recreational fishing, Marine tourism, Scuba diving.
- • Researcher of the competitive project "Activities in the Natural Environment, engine of sustainable development in Pyrenean mountain cross-border territories - NATTUR 2e AAP", PI: José Conrado García. Duration: 01/01/2018-12/31/2020. Official reference: Program IR5A - UE INTERREG V A; EFA 146/16 NATUR. Funder: European Commission. Amount: €112,339.00. Topic: Study in natural spaces that have some type of legal protection, to favor the conservation of their natural heritage





and tourist valorization.





- Co-principal investigator of the competitive project “GRHCS058. Multidisciplinary Research Laboratory in Tourism” PI: Dolors Vidal Caselles and Esther Martinez Garcia. Duration: 01/01/2017- 09/30/2019. Number of researchers: 2. Amount: €57,000. Official reference: Official project number: GdRCompetUdG2017/18. Funder: University of Girona. Quality competitive project in research and knowledge transfer.

- Principal investigator, with N. Galí, of the competitive research project "Management of the tourist experience in congested urban spaces through the use of drones (GESTURDRON)", Duration: 01/01/2016- 12/31/2019. Amount: €17,787.00. Official project number: CSO2015-70633-P. Program: GCON - State program for the promotion of scientific and technical research of excellence. State knowledge generation subprogram. Ministry of Economy and Competitiveness. Number of participating researchers: 4, plus several collaborators. Keywords: Tourist experience, congested spaces, Tourism Management, Urban Tourism, drone.

- Principal investigator, with N. Galí, of the competitive research project "Management of the tourist experience in congested urban spaces through the use of drones (GESTURDRON)", Duration: 01/01/2016- 12/31/2019. Amount: €17,787.00. Official project number: CSO2015-70633-P. Program: GCON - State program for the promotion of scientific and technical research of excellence. State knowledge generation subprogram. Ministry of Economy and Competitiveness. Number of participating researchers: 4, plus several collaborators. Keywords: Tourist experience, congested spaces, Tourism Management, Urban Tourism, drone.

- Researcher of the project "Els nous behaviors dels turistes from the mining of dades" (The new behaviors of tourists from data mining), program: Help (competitive) for the improvement of the scientific productivity of the groups of research of the University of Girona. No. of participating researchers: 11. PI: K. Zerva and J. Majó. Duration: 01/01/2016- 12/31/2018. Official code: MPCUdG2016/109. Amount: €31,500.00. Duration: 01/01/2016-12/31/2018.

- Principal investigator of the project “Recruitment of a doctoral student within the framework of the Industrial Doctorate”. Funder: Bitò Produccions SL and Agència de Gestió d’Ajuts Universitaris (AGAUR), Generalitat de Catalunya. Amount: 27,360. Official project number R055/13. Duration: 03/10/2014- 03/09/2017.

- Principal investigator, with D. Vidal, of the competitive research project “Creation of a cultural tourist attraction center based on the tourist enhancement of the Temporada Alta Festival”, granted in competitive aid by the Agència de Gestió d’Ajuts Universitaris (AGAUR), Generalitat of Catalunya.





PTR2013B call. Amount: 27,360. UdG code 002198.; 2013 DI 018. Duration: 03/10/2014-03/09/2017.

- Principal investigator of the project: TRIP, Tourism Research, Innovation and Practices Pluridisciplinar Research Group; Agency for Management of University Adjustments and Research (AGAUR), Generalitat de Catalunya. Official project number: 2014 SGR 00247, ALPN - Altres National Programs. Duration: 01/01/2014-12/31/2016. Number of participating researchers: 15.

Title of the contract/project: national competitive project, "Management of the tourist experience in congested urban spaces through the use of drones-GESTURDRON".

Company/Financing Administration: Ministry of Economy and

CompetitivenessParticipating entities: University of Girona

Duration, from: 01/01/2016 to: 12/31/2018 Amount of the subsidy:

€17,787.Responsible researcher: N. Galí and E. Martínez-García

Number of participating researchers: 4, in addition to several collaborators

- Researcher of the competitive project "Licence Masters professionnels en management des activités hôtelières pour le développement de l'industrie touristique en Géorgie, Azarbaïdjan et Moldavie", program TEMPUS - UE TEMPUS IV, officialproject number: 544191, financed by the European Union, Education , Audiovisual and Culture Executive Agency (EACEA), EU. PI: J. Majó; No. of participating researchers: 19. Duration: 12/01/2013- 05/30/2017. Amount: €62,876.19.

Title of the contract/project: "Study of the demand profile in Lloret de

Mar", Financing Company/Administration: Lloret Futur S.A.-Lloret de

Mar City CouncilParticipating entities: University of Girona-
INSETUR

Duration, from 4/20/2015 to 10/31/2015 Amount of the subsidy: €8,054

VAT apartResponsible researcher: Esther Martínez García

Number of participating researchers: 5

- Researcher of the project "Analysis of the tourist conditions of the museums of the Xarxa de Museus de Lleida", Funder:Ecomuseus de les Valls d'Àneu (Xarxa de Museus de Lleida), Amount: €4,132.23 VAT apart. No. of participating researchers: 7. PI: J.A. Grace. Duration: 1 year (2015): 12/20/2015- 12/29/2015. Official code: CS027/16 03/02/2016.(GREC ID: 002899)

- Researcher of the project "Canvis in contemporary tourism". PRIE Program - Research and innovation projects in education and formal and non-formal teaching. Funder: Management Agency for University Adjustments and Research (AGAUR). Generalitat of Catalunya. IP: J. Majó and JA Donaire Duration: 12/16/2014- 12/31/2015. Official project number: 2014MOOCS.

Title of the contract/project: "Economic impact of tourist activity in Barcelona" (competitive project, competitive public call) Financing company/administration: Barcelona Activa- Barcelona City Council. Official code: 044/13 07/30/13.

Participating entities: University of Girona- INSETUR

Duration, from: July 2013 to: July 2014 Amount of the subsidy: €54,595.

Responsible researcher: Esther Martínez García

Number of participating researchers: 11





Title of the contract/project: “The influence of the image on the behavior of tourists in monumental cities” (competitive project)

Empresa/Administración financiadora: Proyectos de Investigación Fundamental no orientada, Ministerio de Ciencia e Innovación, **MICINN**, Ref. CSO2011-26634.

Entidades participantes: Universitat de Girona

Duración, desde: 01/01/2012

hasta: 31/12/2014

Cuánta de

la subvención: 50.820€. Investigador responsable: N. Galí

Número de investigadores participantes: 5

Contract/project title (competitive project within the University of Girona): Subsidies for research infrastructure, IfraCT-

UdG2014, Scientific and Technical Research Equipment Acquisition Program of the University of Girona

Financing company/administration:

University of Girona Participating entities:

University of Girona

Duration, from: 2014 to: /2014 Amount of the subsidy: €7,403.90.

Responsible researcher: E. Martínez and N.

Galí Number of participating researchers: 15

Researcher of the project "Collaboration agreement with the Costa Brava Tourist Board for 'advice on decision-making and reporting'; Costa Brava-Girona Tourist Board. Duration: 2011- 2012. PI: J.A. Grace. Number of researchers: 6.

Researcher of the project: Economic impact of the Challenge International in Calella, Consell Comarcal del Maresme, PI: Josep M^a Raya; Duration: 01/01/2010 to 12/31/2010.

Title of the contract/project: “Public Tourism Policies in Brazil” (competitive project)

Financing company/administration: Secretary of State for International Cooperation, Spanish Agency for International Cooperation and Development, Ministry of Foreign Affairs and Cooperation. Ref. A/023716/09; BOE Resolution 01/16/2010. Participating entities: Federal University of Halagaos (Brazil) and University of Girona

Duration, from: 2010 to: 2010 Amount of the subsidy:

€23,000. Responsible researcher: Ll. Mundet Cerdan

Number of participating researchers: 6

Researcher of the project “Definition of an international projection strategy for Girona and its counties”, Girona Provincial Council, Generalitat de Catalunya, Girona City Council, Girona Chamber of Commerce, University of Girona and Patronat Catalunya Món, September 2009 to June 2010.

Researcher of the project: Analysis of the economic and tourist impact of the Screaming Festival CRT Maresme, Consell Comarcal del Maresme, IP: J.M^a Raya. 2010.

Title of the contract/project: “Academic publications and teaching project in the field of the master's degree in tourism”, competitive project of the “Interuniversity Cooperation and Scientific Research Program between Spain and Ibero-America”. (competitive project)

Financing company/administration: Spanish Agency for International Cooperation and Development (AECID), of the Ministry of Foreign Affairs and Cooperation, Code B/021224/08.

Participating entities

Duration, from: January 1, 2009 to: December 31, 2009 Amount of the subsidy:





Responsible researcher: J. Comas
TrayerNumber of participating
researchers:

Title of the contract/project: research stay in tourism
Financing Company/Administration: University of Girona, Competitive aid for international research, resolution of the Rector of July 20, 2009.
Participating entities: University of Lincoln and University of Girona
Duration, from: September 2009 to: September 2009 Amount of the subsidy: Responsible researcher: Esther Martínez García
Number of participating researchers: 1

Title of the contract/project: "Tourism Policy, Competitiveness and Development" competitive project of the "InteruniversityCooperation Program for Scientific Research between Spain and Ibero-America". (competitive project)

Financing company/administration: Spanish Agency for International Cooperation (AECID), of the Ministry of Foreign Affairs and Cooperation, Code C/012897/07.
Participating entities: University of Brasilia and University of Girona
Duration, from: January 1, 2008 to: December 31, 2008 Amount of the subsidy: €10,000Responsible researcher: Esther Martínez García





Number of participating researchers

Title of the contract/project: "Complex Entrepreneurship Processes: the case of a cross-border tourism product",
Financing company/administration: University of Girona, code PUG2007B, from the competitive call of the University of Girona "Aid for cooperative R&D projects in the humanistic and social fields". (competitive project)

Participating entities: University of Girona
Duration, from: 2008 to: 2008 Amount of the subsidy:
Responsible researcher: J. Guia Julve
Number of participating researchers: members of the ONIT research group and the Laboratori Multidisciplinar de Recerca en Turisme research group.

Title of the contract/project: "The construction of the image of the tourist destination: the role of relational networks",

Financing company/administration: University of Girona, code PUG2006B, from the competitive call of the University of Girona "Aid for cooperative R&D projects in the humanistic and social fields".
Participating entities: University of Girona
Duration, from: 01/02/2007 to: 01/02/2008 Amount of the subsidy: €14,000
Responsible researcher: J. Guia Julve
Number of participating researchers: members of the research group ONIT, GRADIENT, Theory of Contemporary Art, and the research group Laboratori Multidisciplinar de Recerca en Turisme.

Principal investigator of the project: "Analysis of tourist spending on low-cost flights at Girona airport", Girona Provincial Council, 11/5/2006- 11/5/2007.

Principal investigator of the project: "Analysis of health policies in Spain", within the framework of the International Network for Health Policy Analysis, Bertelsmann Foundation. Years: 2002 to 2006.

Title of the contract/project: Competitive Aid for Equipment and Infrastructure for Research" (competitive project)
Financing company/administration: Generalitat de Catalunya (PEIR 2006) nº 4756 -08/11/2006, DOGC nº 4756-08/11/2006. Participating entities: University of Girona
Duration, from: 2006 to: 2006 Amount of the subsidy
Responsible researcher: Esther Martínez García
Number of participating researchers

IP of the research contract: "Analysis of regional financing". 2005. Number of researchers: 2. Sponsor: Institut d'Estudis Socioeconòmics.

Principal investigator of the project: "Analysis of the destinations of visitors to the Costa Brava who travel on low-cost flights from Girona airport, year 2005", Costa Brava-Girona Tourist Board, July 2006.

Principal investigator of the project: "Occupancy in tourist apartments on the Costa Brava, 2005", D.G. Tourism, Generalitat de Catalunya, March-September 2005.

Title of the contract/project: Conditioning factors for the use of public primary care services in the reformed basic health areas of the Girona health region (competitive project)
Empresa/Administración financiadora: Agència d'Avaluació de Tecnologia Mèdica del Servei Català de la Salut de la Generalitat de Catalunya, Ref. 115/28/2000, DOGC nº 3283, 12 diciembre de 2000.



• **Publications or Scientific-
Technical Documents**

(CLAVE: L = libro completo, CL = capítulo de libro, A = artículo, R = "review",
E = editor, S = Documento Científico-Técnico restringido.)

J.Sorribes, D.Celma, E.Martínez-García (2021) "Sustainable human resources management in crisis contexts: Interaction of socially responsible labor practices for the wellbeing of employees", Corporate Social Responsibility and Environmental Management, 28: 936-952
DOI: 10.1002/csr.2111. (17 pages).JCR Impact Factor: (2020: 8.74), Q1, Link:
<https://doi.org/10.1002/csr.2111>.

Authors (p.o. of signature): Esther Martínez-García, J. M. Raya, N. Galí
Title: Factors Affecting Time Spent Visiting Heritage City Areas;
doi:10.3390/su10061824 Ref. 1 journal: Sustainability, JCR impact factor: 2,075
(year 2017) (Q2). ISSN 2071-1050.

0 Book:

Code: A Volume: 10 Pages, initial: 1824 final: 1838

Date: 2018

Authors (p.o. of signature): D. Celma, Esther
Martínez, J. Viñas
Title: Research Writing
Ref. 0 journal:

1 Book: How to investigate. Ed. O. Amat and A. Rocafort. Editorial ACCID
(Catalan Association of Accounting and Management) and RAED (Royal
European Academy of Doctors), and Profit Editorial, Barcelona.

Code: L Volume: Pages, start: 271
end: 278 ISBN: 978-84-16904-67-
9

Date: 2017

Authors (p.o. of signature): D. Celma, Esther Martínez-García, J. Raya
Title: Socially Responsible HR practices and their effects of employees' well-being: empirical
evidence from Catalonia, Spain

Ref. 1 journal: European Research on Management and Business
Economics 0 Book

Key: A Volume: 24 Pages, start:
82 end: 89 DOI:

Date: 2018

Authors (p.o. of signature): Esther Martínez-García, J. Sorribes, D. Celma
Title: Sustainable development through CSR in human resource management practices: the



effects of the economic crisis on job quality





Ref. 1 journal: Corporate Social Responsibility and Environmental Management (JCR, Q1, year 2017. Impact index: 4,918)
0 Book

Key: A Volume: 25 (4) Pages, initial: 441
final: 456 DOI: 10.1002/csr.1471
Date: 2018

Authors (p.o. of signature): J. Raya, Esther Martínez-García, D. Celma
Title: Economic and social yield of investing in hiking tourism. The case of Berguedà, Spain
Ref. 1 journal: Journal of Travel & Tourism Marketing. JCR-2017 impact index: 1,975. (Q3 in JCR, in hospitality management...and tourism); Q1 in SJR-Scimago (Impact Index-2017: 0.94, in Business and management.
0 Book

Code: A Volume: 35 (2) Pages, initial: 148
final: 161 DOI:
10.1080/10548408.2017.1350252
Date: 2018

Authors (p.o. of signature): Esther Martínez-García, J.M. Raya, J. Majó
Title: Differences in residents' attitudes towards tourism among mass tourism destinations
Ref. 1 journal: International Journal of Tourism Research. It is Q2 in JCR (15/50), impact index 2017: 2,449; is Q1 in Scimago-SCOPUS, impact index 2017: 1,315, in Business and Management and in Tourism Management. 0 Book
Key: A Volume: 19 Pages, initial: 535 final: 545

DOI: 10.1002/jtr.2126
Online ISSN: 1522-1970 Date: 2017

Authors (p.o. of signature): D. Celma, Esther Martínez-García, J.M. Stripe
Title: An analysis of CSR in human resource management practices and its impact on employee job satisfaction in Catalonia, Spain
Ref. 1 journal: European Accounting and Management
Review 0 Book Key: A Volume: 3 (1) Pages, start: 45 end: 71
DOI:
ISSN 2385-3921. Date: 2016

Authors (p.o. of signature): G. Coenders, B. Ferrer-Rosell, Esther Martínez-García





Title: Trip Characteristics and Dimensions of Internet use for Transportation, Accommodation and Activities Undertaken at Destination

Ref. 1 journal: Journal of Hospitality Marketing and Management (JCR-2017 impact index: 2,683; Q2 in Business, also in Management, and also in Tourism (Hospitality...and Tourism). It is also Q1 in SCIMAGO, SCOPUS, in "Management", also in Marketing and also in "Tourism".

Impact index (2016): 1,556. 0 Book

Key: A Volume: 25 Pages, start: 498

end: 511

DOI: 10.1080/19368623.2015.10

34827

Date: 2016

Authors (p.o. of signature): B. Ferrer-Rosell, G. Coenders, Esther Martínez-García

Title: Segmentation by tourist expenditure composition. An approach with compositional data analysis and latent classes

Ref. 1 journal: Tourism Analysis 0 Book

Key: A Volume: 21 (6) Pages, start: 589 end: 602 Date: 2016

Q2 in SCOPUS, 2016; SJR impact index, 2015: 0.542; 2016: 0.474.

Authors (p.o. of signature): N. Galí, J.A. Donaire, Esther Martínez, LL. Mundet

Title: Tourists among monuments. The behavior of visitors in the historic center of Girona 2003 and 2013.

DOI: 10.2436/20.8070.01.5.

Ref. 1 magazine: RITUR - Iberoamerican Tourism Magazine. ISSN 2236-

6040 0 Book Key: A Volume: 5 (2) Pages, initial: 70 final: 84

Date: 2015

The magazine is international and meets all LATINDEX quality criteria. Classified in the Brazilian Qualis/CAPES system in 2014 as B1; indexed among others in: LATINDEX, DOAJ - Directory of Open Access Journals, NewJour - Electronic Journals & Newsletter, Georgetown University Library, academic google.

Authors (p.o. of signature): B. Ferrer-Rosell, G. Coenders, Esther

Martínez-García Title: Determinants in tourist expenditure composition - the role of airline types

Ref. 1 journal: Tourism Economics (SJR: Q2 in Management and Q1 in Geography, Planning and development); (JCR, Q3 in economics) 0 Book

Key: A Volume: 21(1) Pages, start: 9 end: 32 Date: 2015

Published in the Special Issue: Current research in tourism economics

Authors (p.o. of signature): Esther Martínez García

Title: "El turisme a les comarques gironines" (tourism in the counties of Girona) Ref. 0 journal: 1 Book: Economic Report of Catalonia 2014

Key: CL Volume: Pages, start: 97 end: 101 Date: 2015

Ed. Official Chamber of Commerce, Industry and Navigation of Barcelona, ISBN: 84-95829-46-0





Authors (p.o. of signature): Dolors Celma, Esther Martínez-García, Germà Coenders
Title: Corporate Social Responsibility in Human Resource Management: an analysis of common practices and their determinants in Spain

Ref. 1 journal: Corporate Social Responsibility and Environmental Management (JCR, Q1)

0 BookKey: A Volume: 21 Pages, start: 82 end: 99 Date: 2014

DOI. 10.1002/csr.1301

Authors (p.o. of signature): Esther Martínez-García, Dolors Celma

Title: Internationalization strategies for mature tourist destinations: the case of the counties

of Girona Ref. 1 magazine: RITUR, Ibero-American Tourism Magazine 0 Book

Key: A Volume: 3 (2) Pages, start: 44 end: 61 Date: 2013

Authors (p.o. of signature): Berta Ferrer, Esther Martínez-García, Germà

Coenders Title: Package and no-frills air carriers as moderators of length of stay

Ref. 1 journal: Tourism Management (JCR, Q1)

0 Book Key: A Volume: 42 Pages, start: 114

end: 122 Date: 2013

Authors (p.o. of signature): Esther

Martínez-García Title: The senior tourist

in Europe: present and future

Ref. 1 magazine: RITUR, Ibero-American Tourism

Magazine 0 BookKey: A Volume: 3 (1) Pages, start: 38

end: 56 Date: 2013

Authors (p.o. of signature): Esther Martínez-García, Berta Ferrer-Rosell, Germà

Coenders Title: Profile of business and leisure travelers on low cost carriers in

Europe

Ref. 1 journal: Journal of Air Transport Management (JCR)

0 BookKey: A Volume: 20 Pages, initial: 12 final: 14 Date:

2012

Authors (p.o. of signature): J.M^a Raya and Martínez-García, E.

Title: Nationality and low cost trip duration. A

microeconomic analysis Ref. 1 journal: Journal of Air

Transport Management (JCR) 0 Book Code: A Volume: 17

(3) Pages, start: 168 end: 174 Date: 2011





Authors (p.o. of signature): Esther Martínez-García and
Marcelo Royo
Title: Segmentation of Low Cost Flights
Users At Secondary Airports

Ref. 1 journal: Journal of Air Transport Management (JCR)
0 BookKey: A Volume: 16 (4) Pages, start: 234 end: 237
Date: 2010

Authors (p.o. of signature): Esther Martínez-García
Title: Public financing in tourist destinations: an analysis of taxation in tourism

Ref. 0 magazine: 1 Book Policies and Human Development, S.Pirillo and LL.
Mundet (eds),Code: CL Volume: Pages, start: 124 end: 131 Date: 2010
Publisher (if book): Asterisk. Coleção tourism, time
and spacePlace of publication: Brazil, ISBN 978-
85-8049-007-7

Authors (p.o. of signature): J. Sorribes, D.Celma and
E.Martínez García
Title: Corporate Social Responsibility in the
tourism sector

Ref. 0 magazine: 1 Book Policies and Human Development, S.Pirillo and LL.
Mundet (eds),Key: CL Volume: Pages, start: 72 end: 80 Date: 2010
Publisher (if book): Asterisk. Coleção tourism, time
and spaceLugar de publicación: Brasil, ISBN 978-
85-8049-007-7

Authors (p.o. of signature): Esther Martínez-García
Title: Health Economics. Financing of health services. Planning and economic evaluation in the allocation of
resources in the health sector"

Ref. 0 journal: 1 Book: Nursing Management, J. Doltra and C.
Bertrán (coord.)Key: CL Volume: Pages, start: end: Date: 2010
Publisher (if book): Universia, ISBN 978-84-
92707-65-2Place of publication: Girona

Royo M. and E. Martínez-García (2010): "A Segmentation Analysis and segments profile of budget air travelers",
Cuadernos de Turismo, nº 26, pp. 241-259. ISSN: 1139-7861. Spanish magazine accredited with scientific quality
by the FECYT. Meets all LATINDEX quality criteria; CIRC-2011 classification: B. IN-RECS-2009 impact index:
0.083 (Q2).

Authors (p.o. of signature): Esther Martínez-García and Josep M^a Raya
Title: Determinants of temporary tourism demand: a microeconomic approach with a
duration model" Ref. 1 journal: Economic Research (JCR) 0 Book
Key: A Volume: 33 (2) Pages, start: 271 end: 302 Date: 2009





Authors (p.o. of signature): D. Celma, Esther Martínez-García, J. M. Raya
Title: "Business Case and Corporate Social Responsibility: an Analysis of Job Satisfaction"

Ref. 0 magazine: 1 Book: Managing in uncertain environments, "managing in uncertain environment", F.J. Cossio Silva (coord.)

Key: CL Volume: Pages, start: end: Date:

2009 Publisher (if book): ESIC, ISBN

978-84-7356-609-4 Publication place:

Authors (p.o. of signature): Esther Martínez-García and Josep M^a Raya
Title: "Length of stay for low-cost tourism"

Ref. 1 journal: Tourism Management (JCR, Q1)

0 Book Key: A Volume: 29 Pages, start: 1064

end: 1075 Date: 2008

Authors (p.o. of signature): Martínez, E.; Prats, L.; Barcelo, M.A.
Title: "Low-cost flight tourism at the Girona-Costa Brava airport",

Ref. 1 journal: Tourism Studies 0 Book

Key: A Volume: 175-176 Pages, start: 105 end: 119 Date: 2008

Authors (p.o. of signature): Esther Martínez García (and sometimes in collaboration) Title: Various articles/chapters, during the years 2003 to 2006

Ref. 0 journal : 1 Book Health Policy Monitor, Busse R, Schlette S (eds), Key: CL Volume: various Pages, start: end: Date: from 2003 to 2006 Publisher (if book): Springer Bertelsmann Foundation Place of publication: Germany

Authors (p.o. of signature): Esther Martínez García,
Title: An estimate of the services and competences of the State
Ref. 0 magazine : 0 Book
Key: S Volume: Pages, start: end: Date: 2006

Authors (p.o. of signature): Esther Martínez García, M^a Antònia Barceló i Ll. Prats
Title: The profile of the users of the low-cost flights of the Girona airport. Comparative analysis anys 2003 and 2004 (The profile of low-cost flight users. Comparative analysis).

Ref. 0 magazine : 1 Book

Key: L Volume: Pages, initial: f final: Date: 2005

Publisher (if book): Patronat de Turisme Costa

Brava Girona Place of publication: Girona, ISBN:

84-87726-00-3.





Authors (p.o. of signature): Esther Martínez García
Title: The financial autonomy of the autonomous communities in Spain

Ref. 0 journal : 1 Book The Scope of Political Autonomy of
Puerto RicoKey: CL Volume: Pages, start: end: Date: 2005
Publisher (if book): Parliament of
CataloniaPlace of publication:
Barcelona

Authors (p.o. of signature): Esther Martínez García and M. Colldeforns Sol
Title: "A quantitative approach to the charges of the State and the CCAA. Distribution of powers and expenditure made",

Ref. 1 journal: Journal of Regional Studies 0 Book
Code: A Volume: 66 Pages, start: 143 end: 151 Date: 2003

Authors (p.o. of signature): Esther Martínez García
Title: "Situation and tourism policy of the Autonomous Communities: Catalonia",

Ref. 0 magazine: 1 Book Spanish tourist
activity in 2001Key: CL Volume: Pages, start:
317 end: 328 Date: 2002
Publisher (if book): Spanish Association of Scientific Experts in Tourism (AECIT), ISBN: 84-
922582-7-6 Place of publication: Madrid

Authors (p.o. of signature): Esther
Martínez GarcíaTitle: "Regional flows of
domestic tourism in Spain"

Ref. 0 magazine : 1 Book New trends in leisure and tourism: their special problems in unique
destinations Key: CL Volume: Pages, start: 383 end: 397 Date: 2002
Publisher (if book): Spanish Association of Scientific Experts in Tourism (AECIT), ISBN: 84-
922582-5-8 Place of publication: Madrid

Authors (p.o. of signature): Esther
Martínez García Title: Regional Flows of
Domestic Tourism in Spain

Ref. 0 magazine: 0 Book document of T

Authors (p.o. of signature): López, G., E. Martínez and A. Durán-Sindreu
Title: Fiscal Treatment of Risk Factors for Health and Health Expenditure: Review
and ReformProposals",

Ref. 1 journal: : Spanish Public Treasury 0 Book
Key: A Volume: 156-1 Pages, start: 185 end: 219 Date: 2001

Authors (p.o. of signature): Esther Martínez, M. Saéz and G. López
Title: Insurance and other private health expenses: financing through taxes and





progressivityRef. 0 magazine : 1 Book

Key: L Volume: Pages, start: end: Date: 1999

Publisher (if book): Ministry of Health and Consumer Affairs, Publications Center,
8476705271 E/B-22/6088

Place of publication: Madrid

Authors (p.o. of signature): Colldeforns, M. and E.

MartínezTitle: "The incidence of the central
government"

Ref. 1 journal: Nota d'Economia 0 Book

Code: A Volume: 64 Pages, start: 91 end: 111 Date: 1999

Authors (p.o. of signature): Puig, J., M. Saéz and E. Martínez García

Title: "Why do patients prefer hospital emergency visits? A Nested Multinomial Logit
analysis forpatient initiated contacts"

Ref. 1 journal: Health Care Management

Science 0 BookKey: A Volume: 1 Pages, start:
39 end: 52 Date: 1998

Authors (p.o. of signature): Esther Martínez García

Title: "IRPF deductions for private health spending: situation and possible reform"

Ref. 1 journal: Spanish Economy Papers 0 Book

Code: A Volume: 76 Pages, start: 273 end: 284 Date: 1998

Authors (p.o. of signature): Puig, J, M. Saéz and E. Martínez,

Title: Health Care provider choice in the Case of Patient Initiated Contacts. An Extended
Version ofDiscrete Choice Model Demand

Ref. 0 magazine: 0 Work Document Book,

nº 308-JulyKey: S Volume: Pages, start:
end: Date: 1998

Publisher (if book): Department of Economics of the Universitat Pompeu Fabra and nº 8 of
the CRES(UPF).

Place of publication: Barcelona

Authors (p.o. of signature): Esther Martínez García,

Title: Personal income tax deductions for private health spending. Current situation and
possibilitiesfor reform

Ref. 0 journal: 0 Book Working Document, nº 307-julio, and nº 7 of the CRES,
(UPF)Key: S Volume: Pages, start: end: Date: 1998

Publisher (if book): Department of Economics of the Pompeu Fabra
UniversityPlace of publication: Barcelona





PERSONAL INFORMATION

GUIA, Jaume

Carrer de l'Abeurador, 4; Pals, 17256, Spain +34

972636964 +34 686474351

Jaume.guia@udg.edu

Gender Male | Date of birth 25/11/1963 | Nationality Spain

WORK EXPERIENCE

(2000-present)

Associate Professor

University of Girona, Girona, Catalonia, Spain (www.udg.edu)

Teaching Management in Business Administration programmes, Tourism Destination Management, Governance, Research Methods.

Researching on Business Management and Tourism Management [Business or sector](#)

Business management

(1992-2000)

Associate Professor

JAUME I UNIVERSITY, Castelló de la Plana, Spain (www.uji.es)

Teaching Management in Business Administration programmes Researching on Business Management

[Business or sector](#) Business management

(1989-1992)

IT Application Development / Software Analyst

CREDICOOP, Castelló de la Plana

Development analysis of applications and software for Finance Businesses [Business or sector](#)

IT Industry and Finance Industry

EDUCATION AND TRAINING

(1985 - 1990)

Bachelor's Degree in Business Administration and Economics

University of Valencia, Valencia, Spain

(1992 - 1994)

Master Degree in Management Research

Jaume I University, Castelló de la Plana, Spain

Research methods and Research paradigms in Management





(1997 - 2000)

PhD in Business Management

Jaume I University. Castelló de la Plana, Spain

Title of the dissertation: Implications of Social Capital for the Competitiveness of Firms





PERSONAL SKILLS

Mother tongue(s)

CATALAN

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
ENGLISH	C2	C2	C2	C2	C2
SPANISH	C2	C2	C2	C2	C2
FRENCH	B1	B2	A1	A1	A1

Organisational / managerial skills Very good interpersonal skills: Ability to deal and work with people of different cultures and backgrounds and to effectively build teams (currently and since 2007: leading organizer, founder and top manager of a Consortium of 14 Universities from all over the world that deliver a joint master degree programme, with students also from all over the world, and the participation of representatives of the Tourism Industry – EMTM - www.emtmmaster.net; the management of the Consortium involves a team of administrative and academic staff of 30 international people in different countries, and two teams of 30 international students; also, since 2005, leader of several research projects with the participation of researchers from different disciplines and of the industry; leading organizer and founder of a research group at the University of Girona – ONIT- since 2008 (composed of 12 people); and leading organizer and founder of a Research Institute of Tourism Research – CRIIT: 2005-2010 with 5 full-time employees and shared participation of the industry and the university).

Very good communication skills: Ability to communicate the vision and strategies to the teams and to listen and respect the views and opinions of the members of the organization (implicit in the effectiveness and growth of the above mentioned organizations and projects and the satisfaction of all the stakeholders)

Excellent decision making, conceptual and problem-solving skills: Quick thinking capabilities and excellent logical and critical thinking skills, i.e. skills to study and analyse complex situations in depth and under all types of timeframes, and develop and make decisions on strategies for the smooth functioning of the organization; and abilities to foresee, understand and face change (all the organizations and projects above mentioned are network organizations with great variety of organizational cultures and institutional contexts among the members, which involves a much higher-than-normal rate of problems to solve and decisions to make).

Very good leadership skills: Ability to motivate, guide and lead the team members, to recognize their strengths and weaknesses and allocate tasks accordingly, and to empower them to act independently (implicit in the effectiveness and resilience of the network organizations that I created as stated above, and also in both the high number of applications of new members that want to join the networks and the insignificant number of resignations); also, ability to implement organizational changes when required (e.g. downsizing of the Research Institute in 2010 and transformation into a non-industry Research centre, with success for all the stakeholders).

Very good time management skills: prioritization of tasks and delegation to other people (e.g. the EMTM Consortium has a full time administrative co-ordinator and an industry relations part-time employee that work autonomously and are empowered to make proposals and make decisions)

Excellent entrepreneurial skills: Identify opportunities, design proposals, gather resources, build partnerships and implement and guide the enterprise until solidification and beyond (the examples above are all of them proves of this relevant managerial skill).





Job-related skills Excellent command on theories and practice in the field of management, with particular focus on the management of organizational networks, teams and projects, and with special expertise in the field of tourism governance and tourism management (currently responsible of two subjects on these topics in Master degree programmes at the University of Girona; participation as invited scholar in teaching on these topics in other international universities; participation on international conferences on these topics; and author of multiple publications on academic articles).

Wide experience in the design, implementation and management of master degree programmes: syllabus, recruitment of students, assessment, competences, teaching methods, etc. (founder and manager of the EMTM programme, as stated above, which was granted the Erasmus Mundus label of excellence by the European Union in 2009, thus being one of the 130 international masters programmes of excellence in the EU and the only one in the field of Tourism Management).

Very good skills on research methods, both qualitative and quantitative, and wide experience in conducting research (e.g. leadership and participation in multiple both academic and industry-based research projects, and supervisor of 12 PhD students with a varied use of research methodologies).

Very good skills on publishing in academic papers the results of the research (i.e. a large number of publication in relevant academic journals, about half of them in the prestigious journals of the ISI database).

Computer skills

Very good command of Microsoft Office™ tools, statistical analysis packages (SPSS) and other specialized software that supports the empirical analysis of data in research projects (UCInet, NVivo, etc.).

Driving licence

B

ADDITIONAL INFORMATION





Publications

List of main 15 academic publications:

Sofield, Guia & Specht (2017) Organic 'folkloric' community driven place-making and tourism. *TourismManagement*. DOI 10.1016/j.tourman.2017.01.002

Guia, J, Blasco, D, Prats, L. (2016) Mountain tourism supply-chain networks in cross-border settings: the case of Intercedanya. In Hull, J (ed.) Mountain Tourism.

Mihalic, T. Liburd, J, Guia J. (2015). Values in tourism. *Tourism Education*.

Blasco, D., Guia, J., Prats, L. (2014). Emergence of Governance in Cross-border destinations. *Annals of Tourism Research*, 49: 159-173.

Blasco, D., Guia, J., Prats, L. (2014). Tourism zoning in mountain regions: a consumer-based approach. *Tourism Geographies* 16(3): 512-528.

Camprubi, R., Guia, J., Comas J. (2014). Analyzing image fragmentation in promotional brochures: a case study of two urban destinations. *Journal of Hospitality & Tourism Research*, 38(2): 135-161

The new role of tourists in destination image formation (2014). *Current Issues in Tourism* 16(2): 2013-209

Presas-Maynegre, P; Guia, J., Muñoz, D. (2014): Consumer's Perception of Familiness in Travel Experiences. *Journal of Travel and Tourism Research*

Timothy, D., Guia, J., Berthet, N. (2013) Tourism as a Catalyst for Changing Boundaries and Territorial Sovereignty at an International Border. *Current Issues in Tourism*.

Sallent, O.; Palau, R. And Guia, J. (2011): Exploring the Legacy of Sport Events on Sport Tourism Networks. *European Sport Management*, Volumen 11(4): pp. 397-421.

Presas-Maynegre; P.; Muñoz; M.D.; Guia; J. (2011): Branding familiness in tourism firms. *Journal of Brand Management*. 18, pp. 274 - 284.

Coromina, L.; Guia, J.; Coenders, G.; Ferligoj, (2008): A Duocentered Networks. *Social Networks*. 30, pp. 49– 59.

Guia, J., Prats, L., Comas, J. (2006): The Destination as a local system of innovation: the role of relational networks, pp. 57- 68. In: *Tourism Local Systems and Networking (Advances in Tourism Research)* / edited by C. Petrillo y L. Lazzaretti. Elsevier Science. ISBN 0080449387.

Guia, J.; Prats, L.; Comas, J. (2005): Innovation as institutional change. In: *Contemporary management of innovation: are we asking the right questions?* / edited by Jon Sundbo, Andrea Gallina, Göran Serin and Jerome Davis. pp. 167 - 180. Palgrave. ISBN 1403996725.

Molina, X.; López, M.A.; Guia, J. (2003): The Role of Local Institutions as Intermediary Agents in the Industrial District. *European Urban and Regional Studies*. 9, pp. 315 - 329.





SUMMARY

Jaume Guia Julve is currently Associate Professor of the Department of Business Organization and Product Management of the University of Girona. He has a PhD in Business Management and Administration from the Universitat Jaume I, since 2001 and a Bachelor in Economics and Business Sciences from the University of Valencia in 2001. He is the director of the ONIT research group recognized as a highly competitive by the Government of Catalonia, and scientific director of the Research Campus in Tourism at the University of Girona. He was director of the Center for Research and Innovation of Tourism Industries between 2005 and 2010, as well as director of the doctorate program in tourism at the University of Girona in 2005 and 2006.

The trajectory of the research career begins within the framework of interorganizational relations and relational approaches to management at the Universitat Jaume I. In the year 2000 he joined the University of Girona as Associate professor at the Faculty of Tourism, and therefore since then the research focuses mostly on the study of these same interorganizational relationships in the context of tourism management.

The achievements obtained have contributed to advances in knowledge in areas such as the management of interorganizational networks, clusters, innovation systems, social capital, social networks, management and governance of tourist destinations, image and branding of destinations, as well as in the relational approach to concepts such as familiness, the zoning of destinations, the development of cross-border tourism, community tourism, or the concept of place-making. Consequently, the main research stream focus has been and is put in advancing the understanding of interorganizational and interpersonal networks and their role in the management and governance of interorganizational systems, with special emphasis on the field of tourism destinations and organizations. Among other specific contributions, those focusing on the conceptualization of duocentered networks, the role of intermediary agents as agents of innovation, the role of relationship networks in the management of the image of destinations, the fragmentation of the image of destinations, and the governance of cross-border destinations, sport events and the generation of social capital, familiness from the perspective of the consumer or the place-making in tourism management, stand out. In the medium and long term, he intends to continue researching within this framework and its ramifications and expand its application to other areas of human mobility such as migrations and / or geographic environments in conflict.

Throughout the career he has directed a total of 21 doctoral theses and a multitude of master's theses. He has participated in several research projects among which, as a principal researcher in the 'Development and management of tourist destinations in the southern and northern borders of Mexico', a national biannual research competitive project funded by AECID (2009-2010). Also, as a research member, he highlights his participation in the MITOMED and MITOMED+ projects, both European research projects within the MED program, and other COSME projects of the European Union. He has published more than 40 articles and book chapters, including more than half in JCR or SJR journals. Also, throughout he has been presenting the results of his research in many conferences and conferences, some of which he has invited as a key speaker.

Regarding the internationalization of the research, he participated in two research visits at the Queen's University





of Belfast and University of Ulster at the beginning of the research career. Since 2010 and as director of the Erasmus Mundus EMTM master program, he has led the creation of a network of 15 universities worldwide, conducting several research and teaching visits in many of them.

Curriculum Vitae Dr. Jordi Comas

Category: ASSOCIATE PROFESSOR (PROFESSOR COL·LABORADOR PERMANENT)

Organization: UNIVERSITY OF GIRONA (SPAIN)

Department: ORGANIZATION, BUSINESS MANAGEMENT AND PRODUCT DESIGN (ORGANITZACIÓ, GESTIÓ EMPRESARIAL I DISSENY DEL PRODUCTE)

Faculty: TOURISM

ORCID PRC:0000-0003-4225-532X

Faculty Of

Tourism

Plaça

Ferrater

Mora, 1

17004

Girona

Telf: +34 972419720

Email:

jordi.comast@udg.edu

[u](#)University Of Girona

2.1. MANAGEMENT:

APPOINTMENT/S SUSPENSION POSITION
TYPE

POSITION

27/03/2012	12/07/2015	Vice-Dean of the Faculty of Tourism	Vice-Dean of the Faculty
17/02/2004	01/10/2006	study coordinator of the Graduate in Tourism Management	Study coordinator
13/07/2015	21/05/2019	director of the Tourism Research Institute (INSETUR)	Director of a research institute
01/01/2011	26/03/2012	Vice-Dean of the Faculty of Tourism	Vice-Dean of the Faculty





3.1. PRESENT TEACHING:

Practicum Degree in Tourism. FT. 2009

Final degree project Degree in Tourism.

FT. 2009 Profitability Management Degree
in Tourism. FT. 2009

Economic management and control of tourism companies Degree in
Tourism. FT.2009

Management of tourist accommodation Degree in Tourism. FT. 2009

Financial management of tourist products Master's Degree in Tourism
Management and Planning. 2010

Master's Thesis Master's Degree in Tourism Management and Planning.

2010 Management of Rooms division Master's Degree in Tourism

Management and Planning. 2010





4.1. PUBLICATIONS IN ACADEMIC JOURNALS

- Camprubí, R.; Guia, J.; Comas, J. "Analysing image fragmentation in promotional brochures: A case study of two urban destinations." *Journal Of Hospitality & Tourism Research* 38 (2014): 135-161.
- Camprubí, R.; Guia, J.; Comas, J. "The New Role of Tourists in Destination Image Formation." *Current Issues in Tourism* 16 (2013): 203-209.
- Camprubí, R.; Guia, J.; Comas, J. "Managing induced tourism image: Implications for destination marketing.." *Tourism : An International Interdisciplinary Journal* 57 (2009): 241-257.
- Camprubí, R.; Guia, J.; Comas, J. "La formación de la imagen turística inducida: un modelo conceptual." *Pasos : revista de turismo y patrimonio cultural* 7 (2009): 255-270.
- Camprubí, R.; Guia, J.; Comas, J. "Destination networks and induced tourism image." *Tourism Review* 63 (2008): 47-58.
- Camprubí, R.; Guia, J.; Comas, J. "Destination network effects on the induced tourist image." *World Journal of Tourism, Leisure and Sports* 1 (2007): 22-28.

5.1. BOOK CHAPTERS

- Guia, J.; Prats, L.; Comas, J. " Innovation as institutional change ." *Contemporary management of innovation: are we asking the right questions? / edited by Jon Sundbo, Andrea Gallina, Göran Serin and Jerome Davis*. London (GBR): Palgrave, 2005.
- Vicente, D.; Vellido, A.; Martí, E.; Comas, J.; Rodriguez-Roda, I. " Exploration of the ecological status of Mediterranean rivers: clustering, visualizing and reconstructing streams' data using generative topographic mapping ." *International Conference on Data Mining (5è : 2004). Data mining, text mining and their business applications : Data Mining V / editors A. Zanasì, N.F.* Boston (GBR): WIT Press, 2004.

6.1. CONFERENCES

Conference: XVIII ISA World Congress of Sociology. Yokohama (JPN) 2014.

Title: The Economic Impact of Cultural Events: Girona's Flower Festival 'Temps de Flors'

Author: Yassine Bouallala, Jordi Comas, Raquel Camprubí





Conference:ATLAS Annual Conference 2009. Experiencing Difference. Changing Tourism and Tourists Experiences. Aalborg (DMK) 2009.
Title:Analysing image fragmentation in brochures: tje case study of two cultural cities
Author:Camprubí, R.; Guia, J.; Comas, J.

Conference:ATLAS Annual Conference 2008 'Selling or Telling?' Paradoxes in Tourism, Culture and Heritage . (GBR) 2008.
Title:Managing induced tourism image: A comparative case study of two cultural cities
Author:Camprubí, R; Guia, J; Comas, J.

Conference:2007 Advances in Tourism Marketing Conference. Destination and Even Marketing: Marketing Networks. València (ESP) 2007.
Title:External destination networks in the formation of the induced tourist image
Author:Camprubí, R.; Guia, J.; Comas, J.

Conference:ATLAS Annual Conference 2007. "Destination Revisited. Perspectives on Developing a Managing Tourist Areas". Vina do Castelo (PRT) 2007.
Title:The Induced tourist image of Girona: A methodological approach
Author:Camprubí, R.; Guia, J.; Comas, J.

Conference:Workshop La Indústria Valenciana: Crisi del model?. Castelló de la Plana (ESP) 2006
.Title:Relational Networks, Social Capital and Absorptive Capcity: 'competition within collaboration' vs 'collaboration within competition'
Author:Guia, J.; Comas, J.; Camprubí, R.

Conference:21th European Group for Organisational Studies (EGOS 2005). Berlin (DEU) 2005.
Title:The Challenge of Complexity
Author:Guia, J.; Prats, L.

Conference:Conference Recent Developments in Tourism Research. Faro (PRT) 2005.
Title:Network ties relevance on the destination business relationships
Author:Prats, L.; Camprubí, R.; Comas, J.

Conference:24th International Social Network Conference. Sunbelt XXIV. Portorož (SLA) 2004.
Title:Social networks, social capital and absorptive capacity
Author:Guia, J.; Comas, J.

Conference:Seminari Internacional sobre Competitivitat i Territori. Girona (ESP) 2002.
Title:Redes sociales e innovación: la competitividad de las empresas turísticas
Author:Guia, J.; Comas, J.





Conference: 14th EAEPE Conference . Aix-en-Provence (ESP) 2002.

Title: Complexity and institutional change: The shaping of institutional evolutionary paths

Author: Guia, J.; Comas, J.

Conference: 17th Egos Colloquium. Lyon (FRA) 2001.

Title: Social capital, absorptive capacity and innovation in an evolutionary context

Author: Guia, J.; Comas, J.





Conference: VI Congreso de la Asociación Española de Expertos Científicos en Turismo (AECIT). Ceuta (ESP) 2001.
Title: Capital social y ventaja competitiva en los destinos turísticos
Author: Guia, J.; Comas, J.

Conference: VI Congreso de la Asociación Española de Expertos Científicos en Turismo (AECIT). Ceuta (ESP) 2001.
Title: El papel de las redes inteorganizacionales en el turismo sostenible: una aproximación evolucionaria
Author: Guia, J.; Comas, J.

CV Date	14/02/2022
---------	------------

Part A. PERSONAL INFORMATION

First Name	JOAQUIM		
Family Name	MAJO FERNANDEZ		
Sex	Male	Date of Birth	15/12/1964
ID number Social Security, Passport	35086691F		
URL Web			
Email Address	joaquim.majo@udg.edu		
Open Researcher and Contributor ID (ORCID)	0000-0001-6512-3253		

A.1. Current position

Job Title	TITULAR DE UNIVERSIDAD		
Starting date	2008		
Institution	Universitat de Girona (UdG)		
Department / Centre	Faculty of Tourism / Department of Business Administration, Management and Product Design		
Country	Spain	Phone Number	0034 972 419 717
Keywords			

A.2. Previous positions (Research Career breaks included)

Period	Job Title / Name of Employer / Country
2008 -	Professor Titular d'Universitat / Universitat de Girona
2003 -	Funcionari del cos de Professors Titulars d'Escola Universitària / Universitat de Girona (UdG)

A.3. Education

Degree/Master/PhD	University / Country	Year
-------------------	----------------------	------





Doctor	Universitat Politècnica de Catalunya	2005
Enginyer en Informàtica	Universitat Politècnica de Catalunya	1999

Part C. RELEVANT ACCOMPLISHMENTS

C.1. Most important publications in national or international peer-reviewed journals, books and conferences

AC: corresponding author. (n° x / n° y): position / total authors. If applicable, indicate the number of citations

1 Scientific book or monograph. Majó, J. (coord). (/1). 2004. El Títol de grau en Turisme ANECA (Agencia Nacional para la Evaluación de la Calidad y la Acreditación).

2 Scientific paper. Forgas-Serra, Sara; Mundet Cerdan, Lluís; Majó Fernández, Joaquim. (0/3). 2020. La oferta gastronòmica en los campings de Girona, España 002614 - Turismo y Sociedad. Universidad Externado de Colombia. 27-Julio-Diciembre, pp.111-125. ISSN 0120-7555. <https://doi.org/10.18601/01207555.n27.06>

3 Scientific paper. Majó Fernández, Joaquim; Vall-Iloera Casanovas, L; Moya, D.H.(0/3). 2020. Análisis del impacto de las OTA en las reservas de los hoteles. caso de estudio: Bogotá 002614 - Turismo y Sociedad. Universidad Externado de Colombia. 27, pp.145-159. ISSN 0120-7555. <https://doi.org/10.18601/01207555.n27.08>

4 Scientific paper. Ramírez, Andrea; Majó, Joaquim; Moya, Daissy. (0/). 2020. The effect of reviews on the online reputation of hotels in Latin America 003287 - International Journal of Tourism and Hospitality Management. Luxor University - Faculty of Tourism and Hotels. ISSN 2535-2318.

5 Scientific paper. Forgas-Serra, Sara; Majó Fernández, Joaquim; Mundet Cerdan, Lluís. (0/3). 2019. The value of popular cuisine in tourism: a Costa Brava case study 916800

- Journal of Tourism and Cultural Change. Taylor & Francis. ISSN 1476-6825. <https://doi.org/10.1080/14766825.2019.1617722>

6 Scientific paper. Majó J; Moya D; Vall-Iloera L. (0/3). 2018. Impacto de las redes sociales en los ingresos de los hoteles en Colombia, Ecuador y Perú 002504 - Revista Facultad de Ciencias Económicas. Editorial Neogranadina; Universidad Militar Nueva Granada. 26-1, pp.147-162. ISSN 0121-6805. <https://doi.org/10.18359/rfce.3143>

7 Scientific paper. Martínez-García, E.; Raya, J.; Majo, J. (0/3). 2017. Differences in residents' attitudes towards tourism among mass tourism destinations 915874 - International Journal of Tourism Research. Wiley. 19-5, pp.535-545. ISSN 1099-2340. <https://doi.org/10.1002/jtr.2126>

8 Scientific paper. Moya, D.; Majó, J.(2/2). 2017. Análisis de comentarios en redes sociales para mejorar la reputación online hotelera 002614 - Turismo y Sociedad. Universidad Externado de Colombia. 20, pp.169-190. ISSN 0120-7555. <https://doi.org/10.18601/01207555.n20.09>

9 Scientific paper. Majó, Joaquim; Moya, Daissy.(0/2). 2017. Análisis de las Reservas Hoteleras en Bogotá durante Lavitrina Turística de Anato 2016 = Analysis of Hotel





Reservations in Bogotá during Anato Tourist Lavitrina 2016 002818 - Kalpana: revista de investigación. Universidad de Especialidades Turísticas (UDET). Centro de Investigación y Estudios Turísticos (CIET). 15, pp.18-30. ISSN 1390-5775.

10 Scientific paper. Joaquim Majó. (0/1). 2010. Las Propuestas de Grado en Turismo en el Espacio Europeo de Educación Superior 000400 - Estudios turísticos. Instituto Español de Turismo (IET). 184, pp.137-182. ISSN 0423-5037.

11 Scientific paper. Majó, Joaquim. (0/1). 2003. Situació actual de les oficines de la Xarxa d'Oficines de Turisme de Catalunya 001245 - ETC: estudis de turisme de Catalunya. Generalitat de Catalunya. Departament d'Empresa i Ocupació. Juny 2003-12, pp.57-64. ISSN 1138-5383.

12 Scientific paper. Galí, N.; Majó, J.(0/2). 2000. Evolución de la informatización de las oficinas de turismo de Cataluña 000400 - Estudios turísticos. Instituto Español de Turismo (IET). 146, pp.83-94. ISSN 0423-5037.

13 Scientific paper. Galí, N.; Majó, J.; Vidal, D.(0/3). 2000. Patrimonio cultural y turismo: nuevos modelos de promoción vía Internet 203574 - Cuadernos de Turismo. Universidad de Murcia. Servicio de publicaciones. 6, pp.73-87. ISSN 1989-5879.

14 Book chapter. Forgas-Serra, Sara; Majó Fernández, Joaquim; Mundet Cerdan, Lluís. (/ 3). 2019. The influence of culinary movies as a popular culture tourism phenomenon in shoot destinations The Routledge Handbook of Popular Culture and Tourism / Christine Lundberg and Vassilios Ziakas. Routledge. pp.439-449. ISBN 978-1-138-67835-4.

15 Book chapter. Aulet Serrallonga, S.; Vidal-Casellas, D.; Majó Fernández, J.(/ 3). 2019. Community development through gastronomic tourism The Routledge handbook of gastronomic tourism. Routledge. pp.242-251. ISBN 9781315147628.

16 Book chapter. Aulet, Silvia; Vidal-Casella, Dolores; Majó, Joaquim. (/3). 2019. Community development through gastronomic tourism The Routledge handbook of gastronomic tourism. pp.242-251. ISBN 978-1-138-55155-8.

17 Book chapter. Aulet, Silvia; Majó, Joaquim. (/2). 2016. Girona and its culinary events Managing and developing communities, festivals and events. Palgrave Macmillan. pp.213-228. ISBN 978-1-349-56559-7.

18 Book chapter. Majó, Joaquim. (/1). 2015. Réflexions pour l'analyse de pages web de destinations et produits touristiques Le projet Res'Pir dans les cantons de Girona vu par son acteurs: professionnels, administration, formateurs. Universitat de Girona. ISBN 978-84-8458-450-6.

19 Book chapter. Martinez, J; Majo, J.; Casadesus, M.(/3). 2012. Los sistemas de información en los hoteles españoles: Calidad percibida y satisfacción Congreso Nacional de Turismo y Tecnologías de la Información y las Comunicaciones (9º. 2012. Málaga). TuriTec 2012 : IX Congreso Nacional de Turismo y Tecnologías de la Información y las Comunicaciones : celebrado el 25 y 26 de octubre de 2012, en Málaga. Universidad de Málaga. pp.276-287. ISBN 978-84-615-9946-2.

20 Book chapter. Esther Martínez-García; Josep Mª Raya; Joaquim Majó. (/3). 2012. Efecto del tipo de producto turístico sobre la percepción de los residentes Actas de OCITUR, I Congrés Internacional d'Oci i Turisme. Escola Universitària del Maresme. pp.401-401. ISBN 978-84-695-3343-7.

21 Book chapter. Majo, Joaquim. (/1). 2006. Las Tecnologías de la Información y las Comunicaciones como herramientas en las oficinas de turismo. El caso de Catalunya.VI





Congreso Nacional de Turismo y Tecnologías de la Información y las Comunicaciones
- TURITEC 2006, celebrado en Málaga, 18-20 d'octubre de 2006. pp.15-30. ISBN 84-608-0512-3.

22 Book chapter. Joaquim Martínez; Joaquim Majó; Martí Casadesús. (/3). 2006. El uso de las tecnologías de la información en el sector hotelero Proceedings of the VI Congress TURITEC: Turismo y tecnologías de la información y las comunicaciones. Málaga: University of Málaga. Retrieved November. 22, pp.47-58. ISBN 84-608-0512-3.

23 Book chapter. Majó, J.(/1). 2005. Competencias o capacidades profesionales que deben aportar las nuevas titulaciones al sistema turístico Armonización de los estudios de turismo en el Espacio Europeo de la Enseñanza Superior.Universidad Europea Miguel de Cervantes. pp.61-86.

24 Others. Majó, Joaquim; Martínez Rodríguez, Joaquim; Planas Campistol, Isabel. (/ 3). 2008. L'Alfabetització informacional. Cas pràctic a l'assignatura de Gestió de la Informació Turística ISBN 978-84-8458-274-8.

25 Proceedings. Vidal-Casellas, Dolors; Majó, Joaquim; Donaire, José Antonio. (/ 3). 2020. Tourist assessment of the cultural resources in Catalonia Value of Heritage for Tourism. Proceedings of the 6th UNESCO UNITWIN Conference 2019. Leuven University Press. pp.289-297. ISBN 978-94-6407-365-2.

26 Proceedings. Forgas-Serra, S.; Majó Fernández, J.(/2). 2018. L'ús de les xarxes socials en l'experiència gastronòmica dels turistes Gastronomia i Enoturisme: Valors clau per la dinamització de la destinació turística. Escola Universitària de Turisme Formatic Barna, Universitat de Girona. pp.157-174. ISBN 978-84-09-03446-8.

27 Proceedings. Majó, Joaquim; Martinez, Joaquim. 2010. The curricular approach of the ICT in tourism education [El enfoque curricular de las TIC en la formación turística] 9th Ibero-American Conference on Systems, Cybernetics and Informatics, CISCI 2010, Jointly with the 7th Ibero-American Symposium on Education, Cybernetics and Informatics, SIECI 2010; Orlando, FL; United States; 29 June 2010 through 2 July 2010; Code 107448. International Institute of Informatics and Systemics, IIIS. 2, pp.108-113. ISBN 978-193427295-4.

C.3. Research projects and contracts

- 1 **Project.** KA203-064791, Sensitizing Young Travellers to Local Culture. Education, Audiovisual and Culture Executive Agency (EACEA). Maria Dolors Vidal Casellas. (Universitat de Girona (UdG)). 01/09/2020-31/08/2023. 81.063 €.
- 2 **Project.** 2020-1-HR01-KA203-077806, Development of European Curriculum in the field of sustainable camping resort management. Education, Audiovisual and Culture Executive Agency (EACEA). Lluís Coromina Soler. (Universitat de Girona (UdG)). 01/10/2020- 30/09/2022. 28.015 €.
- 3 **Project.** 588476-EPP-1-2017-1-PT-EPPKA2-KA, INCOME. Education, Audiovisual and Culture Executive Agency (EACEA). Joaquim Majo Fernandez. (Universitat de Girona (UdG)). 01/01/2018-30/09/2021. 141.285 €.
- 4 **Project.** 544191, Licence Masters professionnels en management des activités hôtelières pour le développement de l'industrie touristique en Géorgie, Azarbaïdjan et Moldavie.. Education, Audiovisual and Culture Executive Agency (EACEA). Joaquim Majo Fernandez. (Universitat de Girona (UdG)). 01/12/2013-30/05/2017. 62.876,19 €.





- 5 **Project.** Impacto económico de la actividad turística en Barcelona. Barcelona Activa-Ajuntament de Barcelona. ESTHER MARTINEZ GARCIA. (INSETUR-Universitat de Girona). 01/07/2013-31/07/2014. 54.595 €.
- 6 **Project.** A/026155/09, Plan de gestión integral de turismo Cajamarca (Perú). Comunicación en el mercado internacional. AECI. Maria Dolors Vidal Casellas. (Universitat de Girona (UdG)). 2009-2010. 16.550 €.
- 7 **Project.** Proyecto para la elaboración del título de Grado en Turismo. Agencia Nacional de Evaluación de la Calidad y la Acreditación (ANECA). Joaquim Majó Fernandez. (Agencia Nacional de Evaluación de la Calidad y la Acreditación (ANECA)). 2003-2004. 35.000 €.
- 8 **Contract.** Realització de l'elaboració d'un estudi per dur a terme un control de seguiment de l'atenció de les Oficines de Turisme de la Xarxa d'Oficines de Turisme de Catalunya Generalitat de Catalunya. Departament de Turisme. Joaquim Majo Fernandez. (Universitat de Girona (UdG)). 23/07/2008-22/12/2008. 11.500 €.

1. Personal information

Surnames, Name: Aulet Serrallonga, Silvia **D.N.I.:** 40325689L
Nationality: SPAIN **Date of birth:** 13/10/1979 **Gender:** Female
Postal address: Pl. Catalunya, 1 (LES PLANES D'HOSTOLES - 17172)

2. Current professional status

Institution / Agency / Company: Universitat de Girona (UdG)
Center: Faculty of Tourism
Dept./Sect./Str. Unit: Department of History and History of Art
Postal address: Edifici Sant Domènec Plaça Ferreter Mora, 1 (Girona - 17071)
Professional category and starting date: ASSISTANT PROFESSOR - 12/09/2021
Specialization (UNESCO codes):

3. Scientific identification

ORCID: 0000-0003-4022-6568 **Scopus Author ID:** 57190211299 **Researcher ID:** K-6583-2017

4. Academic training

University Degree	Center	Date For
Diplomatura	Escola Oficial de Turisme de la Generalitat - Universitat de Girona	06/2000
Graduat Superior	Escola Oficial de Turisme de la Generalitat - Universitat de Girona	07/2002
Maîtrisse	Université de Toulouse le Mirail	11/2003
Doctorate	Center	Date For





Doctora per la Universitat de Girona	Universitat de Girona	16/11/2012
Specialized Training	Center	Date For
Diploma d'Estudis Avançats	Universitat de Girona	10/2007

5. Previous scientific and/or teaching activities

Location / Place	Center/Institution	Period
Becaria del Programa I: Gestió del patrimoni cultural història i artístic per al turisme	Xarxa d'Escoles de Turisme Adscrites a la Universitat de Girona	09/2001 - 07/2002
Professora Associada a Temps Parcial	Departament d'Història i Història de l'Art de la UdG	01/10/2002 - 29/02/2020
Professora	Escola Universitària de Turisme Euroaula	01/02/2016 - 30/06/2020
Consultora (per projectes)	BIM Consultors	06/2015 - 09/2020
Tècnic de recerca. Projecte INCOME. Erasmus+	Facultat de Turisme - Universitat de Girona	01/09/2018 - 29/02/2020

6. Language Skills (*regular, Sufficient, Well*)



Language	Speaking	Reading	Writing
Catalan	Well	Well	Well
Spanish	Well	Well	Well
English	Sufficient	Sufficient	Sufficient
French	Sufficient	Sufficient	Regular





PERSONAL INFORMATION

Lluís Coromina

 Department of Economics. Faculty of Economics and Faculty of Tourism.
Campus Montilivi
17003 Girona (Spain)
 0034 972419720

 lluis.coromina@udg.edu

Sex Male | Date of birth 02/04/1977 | Nationality Spanish

WORK EXPERIENCE

September 2013-nowadays

Associate Professor

University of Girona (Spain)

- Teaching and research activities.
- Director of Master's in Tourism Management and Planning. University of Girona (2015-2020).
- Vice-Dean Faculty of Tourism, University of Girona (since April 2020)

October 2008-Sept 2013

Lecturer

University of Girona (Spain)

- Teaching and research activities.

October 2006-October 2008

Post-doctoral researcher

ESADE Business School, University Ramon Llull. Barcelona (Spain)

- Full time researcher at Survey Research Centre.

March 2006-Sept 2006

Assistant Professor

University of Girona (Spain)

- Teaching and research activities.

March 2002 - March 2006

Pre-doctoral Researcher

University of Girona (Spain)

- Mainly research activities related with the PhD Thesis. This was also combined with some teaching activities and other research projects.





EDUCATION AND TRAINING

- 2003-2006 PhD in Economics and Business Administration
University of Girona (Spain)
▪ Survey Methodology, Advanced Statistics, Social Networks, Social Capital, Questionnaire Design
- 2005-2006 Postgraduate in University Teaching
University of Girona (Spain)
- 2002-2003 Bachelor in Management and Business Administration
University of Girona (Spain)

PERSONAL SKILLS

Mother tongue(s) Catalan and Spanish

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
	English	Very good	Very good	Very good	Very good

Communication skills Good communication skills gained through my expertise in teaching, international seminars and international conferences attended.

Organisational / managerial skills ▪ Currently (since May 2015) Director of Master's in Tourism Management and Planning. University of Girona.

Currently director of for one PhD students and supervised two PhD that defended the doctorate.

Supervisor of several master students carrying out the Master Thesis.

Job-related skills Good command of organizational and methodological process in survey research environments in the field of social sciences, specifically in Tourism studies

Expertise in social science statistics and quality of survey data acquired from my work with the Central Core Expertise of the European Social





Survey.

Computer skills

- Good command of Microsoft Office™ tools.
- Advanced in statistical (SPSS, R, Mplus, etc...), social network (Pajek, UCInet) software.

Driving licence

Categories A1, A and B.

ADDITIONAL INFORMATION

Honours and awards

Honors Ph.D. in Economics in 2009 for the doctoral thesis "Social Networks and Performance in Knowledge Creation. An Application and Methodological Proposal (2006).

Tourism Research Yvette Barbaza Award for the best research project in the field of tourism and its social, economic and territorial in Girona region). Research project: "Image of the Girona tourist from the online text mining." Authors: Ariadna Gassiot (Department of Tourism) and Lluís Coromina.
Organization: The Costa Brava Girona Tourist Board

..

Memberships

Research Group: Catalan Center for Survey Research and Applied Statistical Methods (SRC).
Research Group: Research Group for Applied Economics, Statistics and Health

Publications

Coromina, L., Bartolomé-Peral, E. (2020). Comparing Alignment and Multiple Group CFA for Analysing Political Trust in Europe During the Crisis. *Methodology: European Journal of Research Methods for the Behavioral and Social Sciences*, 16(1), 21–40.

Camprubí, R., Coromina, L. (2019) Residents versus visitors at light festivals in cities: the case of Barcelona. *Journal of Policy Research in Tourism, Leisure and Events*, 1-14.

Camprubí, R., Coromina, L. (2019) The lighting dimension of perceived tourist image: the case of Barcelona. *Current Issues in Tourism* 22 (19), 2342-2347.

Borlido, T., Coromina, L. (2018) Social capital as cause and consequence of rural touristic development: the case of Lindoso (Portugal). *European Journal of Tourism Research*, 19, 71-85.

Muler, V., Coromina, L., & Galí, N. (2018). Overtourism: residents' perceptions of tourism impact as an indicator of resident social carrying capacity-case study of a Spanish heritage town. *Tourism Review*. DOI: 10.1108/TR-08-2017-0138

Gassiot Melian, A., Prats Planagumà, L., & Coromina Soler, L. (2018). Tourism constraints for Spanish tourists with disabilities: Scale development and validation. *Documents d'Anàlisi Geogràfica*, 2018, vol. 64,





49-71.

Moll, A., Prats, L., & Coromina, L. (2017). Analysis of short and long break profiles of leisure tourists in Barcelona. *Cuadernos de Turismo*, 39, 343-662.

Camprubí, R., & Coromina, L. (2017). The Influence of Information Sources on Tourist Image Fragmentation. In *Co-Creation and Well-Being in Tourism* (pp. 105-118). Springer, Cham.

Moll-de Alba Cabot, J. M., Prats, L., & Coromina, L. (2017). Analysis of the behavior of the business tourist in Barcelona. *PASOS. Revista de Turismo y Patrimonio Cultural*, 15(2), 419-435.

Coromina, L., & Camprubí, R. (2016). Analysis of tourism information sources using a Mokken Scale perspective. *Tourism Management*, 56, 75-84.

Prats, L., & Coromina, L. (2016). The need to adapt to travel expenditure patterns. A study comparing business and leisure tourists in Barcelona. *Eurasian Business Review*, 6(2), 253.

Gassiot Melian, A., Prats, L., & Coromina, L. (2016). The perceived value of accessibility in religious sites—do disabled and non-disabled travellers behave differently?. *Tourism Review*, 71(2), 105-117.

Camprubí, R., Coromina, L. (2016). Content analysis in tourism research. *Tourism Management Perspectives*, 18, 134-140.

Moll-de-Alba, J., Prats, L., Coromina, L. (2016). Differences between short and long break tourists in urban destinations: the case of Barcelona. *European Journal of Tourism Research*, 14, 29-46.

Prats, L., Camprubí, R., Coromina, L. (2016). Examining the role of familiarity, information sources, length of stay and satisfaction to the image perception model. *European Journal of Tourism Research*, 13, 5.

Camprubí, R., Coromina, L. (2016). The role of information sources in image fragmentation. *Annals of Tourism Research*, 57, 242-245.

Coromina, L. (2015): Importance of measurement invariance of trust over time. The Spanish case. *REIS: Revista Española de Investigaciones Sociológicas*, 149, 31-42.

Gassiot, A., Prats, L., Coromina, L. (2015). Analysing Accessible Tourism in Religious Destinations: The Case of Lourdes, France. *International Journal of Religious Tourism and Pilgrimage*, 2015, vol. 3 (2), 48-56.

Coromina, L. (2013): Supranationalism decision making for Spanish citizens and its relation to personal variables. *Social Indicators Research*, 110 (1), 245-256.

Coromina, L. and Saris, W.E. (2012): Measurement of Supranationalism. *Survey Research Methods*, 6(2), 77-86.

Guillén, L.; Coromina, L.; Saris, W.E. (2011): Measurement of Social Participation and its place in social capital theory, *Social Indicators Research*, 100(2), 331-350.

Coromina, L., Coenders, G., Capó, A., Guia, J. (2011): Effects of Background, Attitudinal and social network variables on the PhD academic performance. *Estudios Sobre Educación – Studies on Education*, 20, 233-253.

Coromina, L., Capó, A., Coenders, G., Guia, J. (2011): PhD Students' Research Group Networks. A





Qualitative Approach. Metodološki Zvezki - Advances in Methodology and Statistics, 8 (2): 173-189.

Coromina, L.; Saris, W.E. (2009): Quality of Media Use Measurement. International Journal of Public Opinion Research, 21(44), 424-450.

Coromina, L., Guia, J., Coenders, G., and Ferligoj, A. (2008): Duocentered Networks. Social Networks, 30, 49 - 59.

Projects

2020-2022: Development of European curriculum in the field of sustainable camping resort management. CAMPMASTER (KA203-E1423370). Financing: Erasmus+. European Commission.

AccentGastronomy. . Financing administration: DG Enterprise and Industry. European Commission (ENTR). Contract: SI2.710594. Duration: 2015-2017. Main researcher: Dr- Lluís Prats Planagumà.

Social Trust and Distrust for External Groups in the Spanish Society using Factorial Survey Methodology. Financing administration: Ministerio de Economía y Innovación. Contract: CSO2012-34684 Duration: since: 2013 - 2015. Main researcher: Dr. Eurne Bartolomé Peral. Entities participating: University of Deusto, Cologne University, University of Girona

The Complex Regional Services organization: the case of Touristic Destinations // La organización de Servicios Territoriales Complejos: el caso de las Destinaciones Turísticas. Financing administration: University of Girona

Contract number: PUG2008B. Duration: since: 2009. Main researcher: Dr. Jaime Oscar Guia Julve. Entities participating: University of Girona

ESSi: European Social Survey (3rd round). Improving Social Measurement in Europe. Program: UE6PM INFRASTRUCTURE. Financing administration: European Commission. Contract number: 026042(RII3). Duration: 2006-2008. Main researcher: prof. dr. Willem E. Saris (University Ramon Llull – ESADE, Barcelona)

Conferences

2019. ATLAS Annual Conference – Tourism Transformations. Coromina, L, Gassiot, A. “Transformations in the importance of leisure time across age cohorts. An European comparison (1990-2018)”. Girona, Spain.

2018, 25th World Congress Of Political Science. Coromina, L., Bartolomé-Peral, E. “Institutional Trust and Crisis: A Comparative Analysis Across Time”. Brisbane, Australia

2015. Advances in Tourism Marketing Conference. Camprubí, R., Coromina, L., “The Influence of Information Sources on Tourist Image Fragmentation. Joensuu, Finland”

2014. International workshop of the Regional Studies Association Research Network on Tourism and Regional Development. Evolution and transformation in tourism destinations: Revitalisation through innovation?. Gassiot, A.; Prats, L. ;Coromina, L.: Tourism constraints among disabled tourists: an





empirical analysis. Tarragona (Spain).

2013. 5th European Survey Research Association (ESRA) Conference. Coromina, L.: Combining longitudinal and cross-national measurement invariance for social trust. An example of social trust social trust with ESS data. Ljubljana (Slovenia)

2011. 4th European Survey Research Association (ESRA) Conference. Coromina, L.: Measurement of Supranationalism. Lausanne (Switzerland).

2009. International Conference. Applied Statistics 2009. Coromina, L.; Saris, W.E.: Measurement of supranational policy level of decision making. A practical method for helping policy makers. Bled (Slovenia).

2008: International Conference on Methodology and Statistics 2008. Coromina, L., Saris W.E.: Quality of the Measurement of Media Use on Political Issues in the European Social Survey. Bled (Slovenia).

2008: RC33 2008 - 7th International Conference on Social Science Methodology. Coromina, L., Saris W.E.: Testing Measurement Invariance on Interest in Political Issues in the Media. Naples (Italy).

Invited Seminars

2014. Course on Introduction to Structural Equation Modeling. Summer School of Cross-national Comparisons European Science Foundation (ESF). Tartu (Estonia)

2011. Quantitative Methods for Social Sciences (MSS2 2011): Social Network Data Collection. Coromina, L.: Reliability and Validity of egocentered network data. A meta-analysis of multilevel multitrait multimethod studies. Piran (Slovenia).

2011. Summer School: 5th edition of the Summer Course Theory, Methods and Applications of Social Networks. Coromina, L.: Comparison of name generators: Contents, reliability and validity, characteristics of measured networks. Universitat Autònoma de Barcelona (Spain).

PERSONAL INFORMATION

Lluís Prats

📍 Pl. Ferrater Mora, 1,
17004 Girona (Spain) 📞

+34972418200 📠

+34607846024

✉️ lluis.prats@udg.edu

🌐 https://www.researchgate.net/profile/Lluís_Prats





Sex | Date of birth 25/08/1977 | Nationality Spanish

POSITION

Higher education teaching professional

WORK EXPERIENCE

01/03/1999–Present

College / university teaching professional

Universitat de Girona

Pl. Sant Domènech, 3, 17071 Girona (Spain)

- ONIT Research group co-director

- Vice-rector deputy for International Policy

- Coordinator of the Master degree on Tourism Management and Planning

- Deputy of the European Master in Tourism Management (Erasmus Mundus master degree)

- Member of the research board of the University

1996–01/09/1999

Maitre

Ramon Casabayó

Urb. Torre Simona s/n, 17253 Montras (Spain)

EDUCATION AND TRAINING

01/10/2002–25/10/2005

Docteur en Sciences Économiques

Université Toulouse I (Sciences Sociales)

2 rue du Doyen-Gabriel-Marty, 31042 Cedex 9 Toulouse (France)

Tourism Economy

01/10/2002–25/10/2005

Doctor per la UJI

Universitat Jaume I de Castelló

Av. de Vicent Sos Baynat, s/n, 12071 Castelló de la Plana (Spain)

Marketing

Business Management

01/10/1999–15/09/2000

Maître en Commercialisation de produits touristiques

Université Toulouse II - Le mirail

5 Allée Antonio Machado, 31100 Toulouse (France)

Tourism Marketing

Tourism Business management





Organisational / managerial skills Higher Education Management positions developed:

- Chair of the Research Institute (nowadays)
- Master degree Coordinator (MDPT - UdG) 4 years
- Faculty vice-dean for International relations 2 years
- University Vice-rector Deputy for International relations 1 year
- Chair of the academic committee of Necstour (European Network)

Job-related skills

Works and publications relevant for the project:

- Tourist behavior intentions and the moderator effect of knowledge of UNESCO World Heritage Sites: The case of La Sagrada Família
- How tourism destinations evolve: The notion of tourism local innovation system
- The need to adapt to travel expenditure patterns. A study comparing business and leisure tourists in Barcelona
- Differences between short and long break tourists in urban destinations: the case of Barcelona
- The effect of tourism expenditure on the behaviour of tourists in Barcelona
- Analysis of short and long break profiles of leisure tourists in Barcelona

Project Results to be published or protected by companies copyrights

- System of indicators developed to manage the Quality of Tourism destinations. Actually implemented in Costa Brava Region.
- System of Indicators for Sustainable tourism of Coastal Destinations (MITOMED project www.medmaritimeprojects.eu/section/mitomed)
- Online revenue management system for hospitality companies (actually bought and used by Hotusa hotel chain)
- Content analysis of Over-tourism and the effects of Collaborative platforms among Residents. The case of Barcelona. PhD supervision.
- Residents perception of destination brand development. The case of Piedmont region. PhD supervision.





Digital skills

SELF-ASSESSMENT

Information processing	Communication	Content creation	Safety	Problem-solving
Proficient user	Proficient user	Independent user	Independent user	Independent user

Digital skills - Self-assessment grid

Specific Knowledge about methodological tools for research:

Statistical

management

software (SPSS, R)

GIS (ArcGIS, Arc

Map, QGIS, QSIG)

Qualitative and content Analysis (N-

Vivo, Atlas-TI, Dragon) Network Analysis

(Ucinet, Payek)

Adobe suite (Photoshop, Illustrator), among others.

Other skills

Coordinator of several EU projects, and Main researcher in more than 20 funded and competitive EU projects.

Chair of the Academic Committee of Necstour (www.necstour.eu) for 3 years. Board member of the NECSTOUR Academic Committee for 5 years.

Executive board member of PRIME Networking, a network of international universities (www.primenetworking.eu) for 6 years.

Member of the ATLAS association for 14 years.





Annex 2: Module Descriptions

Semester 1	Breda University of Applied Sciences	30 ECTS
	Contemporary Marketing, Context and Trends	6 ECTS
	Destination Stakeholders and Management	6 ECTS
	Destination Development Finance and Organisations	6 ECTS
	Team Performance and Creative Leadership	2 ECTS
	Cross Cultural Studies	4 ECTS
	Qualitative Research Process Methods	6 ECTS
Semester 2	University of Rijeka, FTHM Opatija	30 ECTS
	Financial Reporting	3 ECTS
	Sustainable Management in Outdoor Hospitality	9 ECTS
	Customer Relationship and Sales Management	6 ECTS
	Management and Operational	9 ECTS
	Outdoor Hospitality Innovation	3 ECTS
Semester 3	Universitat de Girona	30 ECTS
	Destination Economic Management	3 ECTS
	Sustainable Development of Tourism	3 ECTS
	Quantitative Research Methods	3 ECTS
	Tourism Science and Research	3 ECTS
	Management Skills	3 ECTS
	Revenue and Yield Management	3 ECTS
	Experience Design	3 ECTS
	Strategic Management	3 ECTS
	Food and Beverage Management	3 ECTS
	Financial Management of Tourism Products	3 ECTS
Semester 4	Worldwide	30 ECTS
	Master Thesis	12 ECTS
	Transformation Project: Traineeship	18 ECTS





Semester 1 Breda

COURSE DESCRIPTION		
Course instructor	Erdinc Cakmak, Ph.D., Associate Professor, Breda University of Applied Sciences	
Name of the course	Contemporary Marketing, Context and Trends	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 1, Semester 1	
ECTS credits and manner of instruction	ECTS credits	6
	Number of class hours (L+E+S)	60 (30+0+30)
1. Course objectives		
This course aims to develop an understanding of the principles of Context, Trends and Marketing so as to establish a framework to comprehend and assess global business development and marketing strategies. Specifically, the aim of the unit is to examine branding and international marketing across cultures, marketing programs, strategies and communication. Practice-based assessment represents a core element of this unit.		
2. Course enrolment requirements		
None		
3. Expected learning outcomes		
Having completed this course, the student is expected to demonstrate: A. Subject knowledge and understanding; 1. advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future; B. Intellectual skills; 3. successfully explore international and intercultural contexts of a destination and its actors, and apply this knowledge into strategies for tourism management. C. Practical skills; 1. demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment; D. Transferable skills; 3. deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments.		
4. Course content		
COURSE CONTENTS 1. Destination marketing & branding principles and theories • Destination branding process • Recent developments in the field of destination marketing and branding • Brand identity and brand image • Destination image formation process 2. Identifying markets & segmentation • Destination positioning • Market segmentation and identifying target markets • Trends and developments in tourism marketing 3. Competitiveness analysis and marketing strategy • Defining a destination's competitors, similarities and discrepancies to the competitors, resources and detecting the opportunities. • Market-led strategy - devising marketing strategy: a systematic approach, relationships between planning and strategy, implementing marketing strategy and tactics for securing market-led strategic change.6 4.		





Trends and the future tourists • Trends in tourism and trend research 5. Customer engagement and social media • Big data analysis to increase customer engagement • How to use social media for effective destination management? 6. Academic writing skills and professional presentation skills 7. Online marketing strategies How to develop a persuasive website for a DMO.

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> individual assignments
	<input checked="" type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input type="checkbox"/> other Case study

6. Comments	The course takes place over six weeks. Every week students will have online lectures, workshops and a reading seminar. Attending all activities is strongly recommended. Detailed information on lectures and seminars will be given in the course outline in the first week of programme. In the lectures, an overview of relevant literature, theory and principles will be given. Students will prepare critical reflections on articles before the reading seminars. In the seminars these articles will be discussed. In the meantime, the students work in groups of 5 or 6 on an assignment to formulate advice concerning the marketing strategy of a tourism destination in order to increase its competitiveness.
-------------	---

7. Student responsibilities

The students are obliged to actively participate in the courses, workshops and seminars.

8. Monitoring of student work^{1F}

Class attendance	2	Class participation		Seminar paper	1	Experimental work	
Written exam	1	Oral exam		Essay	0,7	Research	
Project		Continuous assessment	1,3	Report		Practical work	
Portfolio		Case study					

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The overall assessment of this course consists of an assignment with three core components, leading to one final mark.

Part 1 - critical reflection on the seminar articles (40%);

- Class participation (20%)
- Discussion leadership (20%)

Part 2 - completion of their group assignment (40%),

Part 3 - writing of an individual essay (20%).

All components have to be completed with a minimum grade of 5.5. Students that fail to obtain 5.5 or higher, will have a reset opportunity at the end of term 1. This reset opportunity will be similar to the original assessment.

¹ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





10. Mandatory literature (at the time of submission of study programme proposal)

- Bach, D. (2020, July 22). Interview Robin Chada CMO Citizen M. Monocle24. Retrieved from <https://monocle.com/radio/shows/the-entrepreneurs/458/play/>
- Fruman, C. & Twining-Ward, L. (2017, October 23). Empowering women through tourism. World Bank. Retrieved from <https://blogs.worldbank.org/psd/empowering-women-through-tourism-0>
- Grant Thornton (2020). Women in business 2020. Putting the blueprint into action. Grant Thornton. Retrieved from https://www.grantthornton.global/globalassets/1.-member-firms/global/insights/women-in-business/2020/women-in-business-2020_report.pdf
- Bach, D. (2020, July 22). Interview Robin Chada CMO Citizen M. Monocle24. Retrieved from <https://monocle.com/radio/shows/the-entrepreneurs/458/play/>
- Fruman, C. & Twining-Ward, L. (2017, October 23). Empowering women through tourism. World Bank. Retrieved from <https://blogs.worldbank.org/psd/empowering-women-through-tourism-0>
- Bornhorst, T., Ritchie, J.B., & Sheehan, L. (2010). Determinants of tourism success for DMOs & destinations: An empirical examination of stakeholders' perspectives. *Tourism Management*, 31(5), 572-589.
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 1-20.
- Mkono, M., & Markwell, K. (2014). The application of netnography in tourism studies. *Annals of Tourism Research*, 48, 289-291.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Çakmak, E., & Isaac, R. K., (2012), "What destination marketers can learn from their visitors' blogs: An image analysis of Bethlehem, Palestine," *Journal of Destination Marketing and Management*, Vol 1 (1), 124-133.
- Mkono, M., & Markwell, K. (2014). The application of netnography in tourism studies. *Annals of Tourism Research*, 48, 289-291.
- Campelo, A., Aitken, R., Thyne, M., & Gnoth, J. (2014). Sense of place: The importance for destination branding. *Journal of Travel Research*, 53(2), 154-166.
- Ceschin, F., & Gaziulusoy, I. (2016). Evolution of design for sustainability: From product design to design for system innovations and transitions. *Design Studies*, 47, 118-163.
- Nadeau, J.; Heslop, L.; O'Reilly, N. and Luk, P., (2008), "Destination in a Country Image Context," *Annals of Tourism Research*, Vol. 35, No. 1, pp. 84– 106.
- Nuttavuthisit, K. (2007), "Branding Thailand: Correcting the Negative Image of Sex Tourism," *Place Branding and Public Diplomacy*, Vol. 3, No. 1, pp. 21– 30.
- Nadeau, J.; Heslop, L.; O'Reilly, N. and Luk, P., (2008), "Destination in a Country Image Context," *Annals of Tourism Research*, Vol. 35, No. 1, pp. 84– 106.
- Qu, H., Kim, L. H., & Im, H. H. (2011). A model of destination branding: Integrating the concepts of the branding and destination image. *Tourism Management*, 32(3), 465-476.

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
• Bach, D. (2020, July 22). Interview Robin Chada CMO Citizen M.	Available online	30





Monocle24. Retrieved from https://monocle.com/radio/shows/the-entrepreneurs/458/play/		
<ul style="list-style-type: none"> Fruman, C. & Twining-Ward, L. (2017, October 23). Empowering women through tourism. World Bank. Retrieved from https://blogs.worldbank.org/psd/empowering-women-through-tourism-0 	Available online	30
<ul style="list-style-type: none"> Grant Thornton (2020). Women in business 2020. Putting the blueprint into action. Grant Thornton. Retrieved from https://www.grantthornton.global/globalassets/1.-member-firms/global/insights/women-in-business/2020/women-in-business-2020_report.pdf 	Available online	30
<ul style="list-style-type: none"> Bach, D. (2020, July 22). Interview Robin Chada CMO Citizen M. Monocle24. Retrieved from https://monocle.com/radio/shows/the-entrepreneurs/458/play/ 	Available online	30
<ul style="list-style-type: none"> Bornhorst, T., Ritchie, J.B., & Sheehan, L. (2010). Determinants of tourism success for DMOs & destinations: An empirical examination of stakeholders' perspectives. <i>Tourism Management</i>, 31(5), 572-589. 	Available online	30
<ul style="list-style-type: none"> Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. <i>Journal of Sustainable Tourism</i>, 1-20. 	Available online	30
<ul style="list-style-type: none"> Mkono, M., & Markwell, K. (2014). The application of netnography in tourism studies. <i>Annals of Tourism Research</i>, 48, 289-291. 	Available online	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION		
Course instructor	Rami Isaak, Ph.D., Associate Professor, Ray Boland, Ph.D., Associate Professor, Breda University of Applied Sciences	
Name of the course	Destination Stakeholders Management	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 1, Semester 1	
ECTS credits and manner of instruction	ECTS credits	6
	Number of class hours (L+E+S)	60 (30+0+30)





<i>1. Course objectives</i>
<p>Tourism areas, and tourism developments are characterized by interactions between a variety of stakeholders and interests. The various stakeholders involved in any development need to be able to identify the other stakeholders involved (not as easy a task as it might first appear) and identify their salience. Tourism stakeholder management models and governance theory provide a starting point for this process. Furthermore, each tourism destination is embedded in a specific governance context that is the result of various political and socio-political processes, in which public and private (tourism) stakeholders interact. Therefore, in order to understand the strategic decisions and actions of different stakeholders in any specific destination it is vital that these be placed in a social, political and economic context. Destination development and management requires effective and efficient communication between various actors: international bodies such as regulatory and funding organisations, NGOs and QUANGOs; public bodies such as national, regional and local governments; and private bodies such as businesses and trade organisations. Policy formation and implementation by public bodies entails a recognition of the interests (often conflicting) between these various stakeholders and the ability to make and enact policy and strategy decisions that have a realistic chance of success.</p>
<i>2. Course enrolment requirements</i>
None
<i>3. Expected learning outcomes</i>
<p>Having completed this course, the student is expected to be able to demonstrate:</p> <p>Subject knowledge and understanding;</p> <ul style="list-style-type: none"> advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future; proactive, research-informed and reflective approach to destination management & stakeholder issues. <p>Intellectual skills;</p> <ul style="list-style-type: none"> critically assess aspects and implications of international tourism environments <p>Practical Skills;</p> <ul style="list-style-type: none"> conduct research into tourism issues, either individually or as part of a team; <p>Transferable Skills;</p> <ul style="list-style-type: none"> deploy a range of interpersonal skills including persuasion and giving presentations by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments.
<i>4. Course content</i>





Nr	Topic
1	Introduction Tourism destination in the Anthropocene: Navigating earthly movement?
2	Stakeholders’ models &Theory
3	Field-work Rotterdam
4	Role Play
5	Scenario building & drivers of change
6	Power & discourse
7	Governance

5. Manner of instruction	<input checked="" type="checkbox"/> lectures <input checked="" type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> distance learning <input type="checkbox"/> fieldwork	<input type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input checked="" type="checkbox"/> mentorship <input type="checkbox"/> other Case study
--------------------------	---	--

6. Comments	<p>The course will progress in three main phases:</p> <ul style="list-style-type: none">• The first is an orientation stage in which we will introduce the assignments and in which students will explore stakeholder networks in practical settings – the first two lectures and workshops and the fieldwork to Rotterdam are the specific components of this stage.• The second stage is a theoretical consolidation in which models and concepts will be discussed, analysed and evaluated – the lectures and workshops related to their individual and group assignments are the specific components for this stage.• The third stage is the strategic application of theories and concepts to the specific destination chosen for their assignment. There will be consultancy hours every week and the group presentation in week 46. The presentations will provide an opportunity for students to receive guidance during this stage and make improvements to the assignment before the submission date.
-------------	---

7. Student responsibilities							
Independent work and group work, attend classes							

8. Monitoring of student work2F ²							
Class attendance	2	Class participation		Seminar paper		Experimental work	
Written exam		Oral exam	1	Essay		Research	1
Project		Continuous assessment	1,3	Report	0,7	Practical work	
Portfolio		Case study					

² IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The assignment consists of three parts – two group tasks and one individual task.

Group written report. Students will need to conduct research into the significant challenges and issues facing this tourism destination, produce a synthesis of the actual situation, detail the key stakeholder perspectives on these, identify market trends and drivers of change, and critically evaluate the current tourism policy/strategy and the implications for future tourism developments. This report should be 4000 words in length (excluding references).

Group presentation. Based on the above analysis, students need to provide advice for the local tourism board on the formulation and implementation of a *new tourism vision and plan* for the destination to cover the years up to 2025. This is an opportunity to present a strategy and advice for the region, based on their (new) vision, followed by goals, strategies and actions/objectives. Visualisation of the physical development/actions is recommended in their presentation. The presentations should last 15 minutes with 15 minutes for questions and answers.

Individual paper. Students will choose one aspect of governance relevant for their destination and discuss how it shapes tourism development. Students will also analyse the tourism policy discourse in their destination to identify different ways in which tourism policy functions as a technique of power and the implications of this for state-society relations and destination management (1500 words, excluding references).

We will organise the groups (4 students per group) for the assignment.

10. Mandatory literature (at the time of submission of study programme proposal)

- Gren, M., Huijbens, E.H. (2014). Tourism and the Anthropocene. *Scandinavian Journal of Hospitality and Tourism*. 14 (1).
- Getz, D. & Seldjan, T. (2005) Stakeholder involvement in sustainable tourism: balancing the voices. In W. F. Theobald (Ed.). *Global tourism* (pp. 230-245). Burlington, MA: Routledge
- Handouts: Stakeholder Theory.
- Choibamroong, T. (2011). A stakeholder approach for sustainable community-based rural tourism development in Thailand. In E. Laws, H. Richins, J. Agrusa, & N. Scott. (Eds), (2011). *Tourist destination governance: practice, theory and issues* (pp. 173-185). Wallingford: CABI
- Ashworth, G. and Page, S. (2011) Urban tourism research: Recent progress and current paradoxes. *Tourism Management*, 32(1), 1-15.
- Dwyer, L. (2015) Globalization of tourism: Drivers and outcomes, *Tourism Recreation Research*, 40(3), 326-339, DOI: 10.1080/02508281.2015.1075723
- Duineveld, M., van Assche, K. (2011). The Power of Tulips: Constructing Nature and Heritage in a Contested Landscape. *Journal of Environmental Policy & Planning*. 13(2). pp. 79-98. doi:10.1080/1523908X.2011.572655
- Dallen, D.J. (2007). Empowerment and stakeholder participation in tourism destination communities. In A. Church & T. Coles (Eds), *Tourism, Power and Space* (pp. 199-216). Abingdon: Routledge.
- Dietz, T., Ostrom, E. & Stern, P. (2003). The struggle to govern the commons. *Science*, 302, 1907-1912
- Laws, E., Richins, H., Agrusa, J., & Scott, N. (Eds). (2011). *Tourist destination governance: practice,*





theory and issues (chapter 1, pp. 1-11). Wallingford: CABI

11. Optional/additional literature (at the time of submission of the study programme proposal)

None

12. Number of assigned reading copies in relation to the number of students currently attending the course

<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<ul style="list-style-type: none"> Gren, M., Huijbens, E.H. (2014). Tourism and the Anthropocene. Scandinavian Journal of Hospitality and Tourism. 14 (1). 	5	30
<ul style="list-style-type: none"> Laws, E., Richins, H., Agrusa, J., & Scott, N. (Eds). (2011). Tourist destination governance: practice, theory and issues (chapter 1, pp. 1-11). Wallingford: CABI 	Available online	30
<ul style="list-style-type: none"> Getz, D. & Seldjan, T. (2005) Stakeholder involvement in sustainable tourism: balancing the voices. In W. F. Theobald (Ed.). Global tourism (pp. 230-245). Burlington, MA: Routledge Handouts: Stakeholder Theory. 	5	30
<ul style="list-style-type: none"> Choibamroong, T. (2011). A stakeholder approach for sustainable community-based rural tourism development in Thailand. In E. Laws, H. Richins, J. Agrusa, & N. Scott. (Eds), (2011). Tourist destination governance: practice, theory and issues (pp. 173-185). Wallingford: CABI 	5	30
<ul style="list-style-type: none"> Ashworth, G. and Page, S. (2011) Urban tourism research: Recent progress and current paradoxes. Tourism Management, 32(1), 1-15. 	5	30
<ul style="list-style-type: none"> Dwyer, L. (2015) Globalization of tourism: Drivers and outcomes, Tourism Recreation Research, 40(3), 326-339, DOI: 10.1080/02508281.2015.1075723 	Available online	30
<ul style="list-style-type: none"> Duineveld, M., van Assche, K. (2011). The Power of Tulips: Constructing Nature and Heritage in a Contested Landscape. Journal of Environmental Policy & Planning. 13(2). pp. 79-98. doi:10.1080/1523908X.2011.572655 	Available online	30
<ul style="list-style-type: none"> Dallen, D.J. (2007). Empowerment and stakeholder participation in tourism destination communities. In A. Church & T. Coles (Eds), Tourism, Power and Space (pp. 199-216). Abingdon: Routledge. 	Available online	30





- Laws, E., Richins, H., Agrusa, J., & Scott, N. (Eds). (2011). Tourist destination governance: practice, theory and issues (chapter 1, pp. 1-11). Wallingford: CABI

Available online

30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION

Course instructor

Jeroen Klijs, Ph.D., Full Professor, Jos van der Sterren, Ph.D., Associate Professor, Breda University of Applied Sciences

Name of the course

Destination Development, Finance and Organisations

Study programme

Master in Sustainable Outdoor Hospitality Management

Status of the course

Compulsory

Year of study

Year 1, Semester 1

ECTS credits and manner of instruction

ECTS credits

6

Number of class hours (L+E+S)

60 (30+0+30)

1. Course objectives

After successfully completing this course, the student will be capable of working on assignments and complex tasks in a structured, efficient and project-based way. The student will have obtained general knowledge about the economic / financial aspects of tourism (projects) and be able to understand, develop





and plan tourism projects according to internationally accepted standards and structures as well as measure their (socio-economic) impact. See course outline for further details.

2. Course enrolment requirements

None

3. Expected learning outcomes

- Know and understand the Project Cycle Management (PCM) concept and tools at both the theoretical and operational levels.
- Know and understand the difference between projects and operations, and knowledge of main project objectives (managing scope, time, cost, quality, and human resources).
- Know and understand managing tools / techniques to the management of projects, which is the basis/structure of the total module.
- Know and understand all key stages in the preparation and implementation of projects. Focus will be on the development of knowledge on technical tools of project management as well as on implementation skills, from a stakeholder perspective (target groups, beneficiaries, local institutions and decision makers) throughout the project cycle.
- Know and understand the necessary investments in tourism (projects)
- Know and understand how and by who these investments are financed
- Be able to explain the nature and purpose of financial statements
- Be able to critically review the financial feasibility of tourism projects
- Gain understanding and comprehend how multilateral funding agencies (World Bank, EU, Asian Development Bank, African Development Bank, UNDP, bi-lateral donors) operate in this field.
- Gain understanding about "International Competitive Bidding" of "Tendering".
- Know and understand the different economic impacts of tourism and their interrelatedness.
- Know and understand the different methods to measure the economic impacts of tourism and their advantages and disadvantages. The focus will be on the Input-Output model.
- Know and understand the different methods and choices related to the measurement of visitor expenditure.

4. Course content

This course deals with three topics and their interrelatedness, namely:

- Organisation and management of tourism projects

How are tourism development projects and their stakeholders organised, how do (multi-lateral) funding agencies operate, what is the role of the consultant and other stakeholders? How does a project (e.g., research) team organise and manage tourism development projects?

- Finance and investment in tourism (projects)

There is no development without finance and investment. Finance and Investment is the "oil" in the development machinery. Which investments take place in tourism (projects)? How are these investments financed and by whom?

- The economic impacts of tourism (projects)

What is the contribution of tourism (projects) to the economy of a region, in terms of output, value added, income and employment? How can this contribution be measured?

5. Manner of instruction

☒ lectures

☒ seminars and workshops

☒ individual assignments

☒ multimedia and network





		<input checked="" type="checkbox"/> exercises <input type="checkbox"/> distance learning <input type="checkbox"/> fieldwork		<input type="checkbox"/> laboratories <input type="checkbox"/> mentorship <input type="checkbox"/> other Case study	
6. Comments		-			
7. Student responsibilities					
Independent work and group work, attend classes					
8. Monitoring of student work ^{4F3}					
Class attendance	2	Class participation		Seminar paper	
Written exam	1	Oral exam		Essay	
Project		Continuous assessment	1,3	Report	1
Portfolio		Case study			
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)					
<p>The assessment of the course is based on two individual reports, leading to a final mark.</p> <ul style="list-style-type: none"> Report 1 is an individual "proposal" for a specific (project) organisation and its implementation and management structure as well as its budgetary implications. Report 2 consists of two parts and contains (A) a general financial analysis (macro and/or micro) and (B) an analysis of the (expected) regional economic impacts of the event or development of their choice. 					
10. Mandatory literature (at the time of submission of study programme proposal)					
Koster, K. (2009), International Project Management, Sage publications, London (essential background reading) Various hand-outs and lecture notes will be provided					
11. Optional/additional literature (at the time of submission of the study programme proposal)					
<ul style="list-style-type: none"> Turner, J.R., (2014), Handbook of Project-Based Management (3rd edition), McGraw-Hill, ISBN 978- 0-07-154974-5 (THE project manager's handbook world-wide) Cleland, D.I. and Ireland, L.W., Project Management, Strategic Design and Implementation (5th edition), McGraw-Hill, ISBN 987-0-07-147160 (practical handbook on the different stages of PROJECT Management) 					
12. Number of assigned reading copies in relation to the number of students currently attending the course					
Title				Number of copies	Number of students

³ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





Koster, K. (2009), International Project Management, Sage publications, London (essential background reading)	20	30
<i>13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences</i>		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION		
Course instructor	Celiane Camargo-Borges, Ph.D., Associate Professor, Breda University of Applied Sciences	
Name of the course	Team Performance and Creative Leadership	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 1, Semester 1	
ECTS credits and manner of instruction	ECTS credits	2
	Number of class hours (L+E+S)	30 (15+0+15)
<i>1. Course objectives</i>		
<p>Tourism destination management demands that students understand a rather complex situation. Destinations are rich with interactions between tourism stakeholders in a physical destination environment, affected by people's genetic wiring, local culture, history, and all sorts of institutions. Research gives us a chance to grasp this complexity, influence it with new knowledge and perspectives, and make change happen.</p> <p>The purpose of this 2 ECTS course is for students to understand a variety of research approaches, especially research methodologies and learn to use them by practicing specific methods. Based on the philosophy of how knowledge is created, students will learn about a variety of quantitative and qualitative methods. In doing so, students will make research a daily practice with which students can handle complex issues from an investigative perspective.</p>		
<i>2. Course enrolment requirements</i>		
None		
<i>3. Expected learning outcomes</i>		
In practical terms, at the end of this course, students are expected to:		





1. Recognize the value of research, specifically applied research, and its utility in daily practice
2. Understand and apply methodological approaches to research
3. Identify a relevant topic and search for its relevance for a particular population, outdoor hospitality and camping resort, or set of stakeholders
4. Formulate a problem statement and research questions based on destination management issues
5. Design a questionnaire for quantitative data collection
6. Analyse quantitative questionnaire data using linear modelling
7. Understand, design and conduct interviewing as a resource for data collection as well as for interventions
8. Design interview questions
9. Develop an item list for interviews
10. Engage participants in a conversation
11. Collect data using interviews
12. Analyse qualitative data using a thematic analysis approach
13. Formulate solutions to contextual outdoor hospitality and camping resort management based on research findings
14. Structure and compose a useful professional research report

4. Course content

This sequence consists of lectures, workshops, supervision (contact hours) and an assignment.

Lectures

The lectures aim to introduce techniques and principles of research processes and methodology to students, where a strong emphasis will be on selecting techniques, assessing their relevance (both academically and applied) and critically discussing constraints during the utilisation of the technique in uncertain circumstances.

Workshops

In the workshops, data collection and analysis techniques will be practiced.

Assignment

Camping Resort managers need to comprehend what their resort is about, how complex it is, and how people relate there: staff, locals, tourists, corporate business, etc.

For many outdoor hospitality managers, the crucial thing is that tourists visit at all.

At 2021, building recovery and resilience for people, prosperity and planet is key and not easy. The UNWTO, is a United Nations specialized agency, a leading international organization in the field of tourism. The agency is active in the development of responsible tourism by connecting with the universal 2030 Agenda for sustainable development that comes together with the 17 Sustainable Development Goals (SDG's). The SDG wants to offer the world a new direction and tourism can play a significant role in delivering sustainable solutions for people and for the planet together.

In 2021: assignment will focus on **the tourist** and on how tourism could recover from the crisis generated by Covid-19 while at the same time addressing (contributing to) the Sustainable





Development Goals?

To be prepared to start collecting data, students will frame some research questions that will guide their data collection. Students will start with the quantitative research, focusing on identifying some variables to further address and cover in their topic. For that, a questionnaire will be designed together as a class and used to collect actual data from real tourists. Each student will collect 10 completed questionnaires. We will learn about some basic statistics and will continue with a qualitative approach to the topic by running in-depth interviews to investigate meanings, processes and stories. Students will learn how to formulate open questions and curious question in order inspire their participants to talk as openly and freely about what is important for them in the topic investigated. After the interview process, students will transcribe the interview word for word, and the analysis we use (thematic analysis) will help expand the understanding of the context in which tourism happens. The combination of a qualitative and quantitative research will enable students to provide original and practical recommendations.

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> individual assignments
	<input type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input type="checkbox"/> other Case study
6. Comments	-	
7. Student responsibilities		
Independent work and group work, attend classes		
8. Monitoring of student work ^{5F}		
Class attendance	1	Class participation
Written exam		Oral exam
Project		Continuous assessment
Portfolio		Case study
Seminar paper		Experimental work
Essay	1	Research
Report		Practical work
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)		
<p>Final mark is based 100% on the individual assignment, which comprises an Introduction of the context and topic, problem statement together with research questions, methodology used, results, discussion, and recommendations. In case of a mark less than 5.5, it is possible to reset by revising (showing changes students made using Track Changes in Word) their assignment within two weeks using the feedback given.</p>		
10. Mandatory literature (at the time of submission of study programme proposal)		

⁴ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





- Teaming: How organizations learn, innovate, and compete in the knowledge economy, Amy C Edmondson, 2012, John Wiley & Sons

11. Optional/additional literature (at the time of submission of the study programme proposal)

1. A critical consideration of LEGO® SeriousPLAY® methodology for tourism studies, Tourism Geographies, June 2 June 2019, McIntosh, Cheryl Cockburn-Wootten, Pages 162-184 , Published online: 07 Jun 2019.

12. Number of assigned reading copies in relation to the number of students currently attending the course

<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
Teaming: How organizations learn, innovate, and compete in the knowledge economy, Amy C Edmondson, 2012, John Wiley & Sons	Available online	30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION

Course instructor	Erdinc Cakmak, Ph.D., Associate Professor, Breda University of Applied Sciences	
Name of the course	Cross Cultural Studies	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 1, Semester 1	
ECTS credits and manner of instruction	ECTS credits	4
	Number of class hours (L+E+S)	40 (30+0+10)

1. Course objectives

This course draws together the contextual topic's students have considered in CRR and is part of their orientation for fieldwork, their thesis research and future career – where the capacity to empathize with local perspectives is often important for success. CCS proceeds from the idea that many relevant insights in the study object, in this case tourism, are to be found in unwritten documents, and, therefore, we look for themes that are relevant or can play a role in the lives of people who reside or work in tourism destinations. These are called contextual themes, since they are part of the bigger stream of developments.

2. Course enrolment requirements





None		
<i>3. Expected learning outcomes</i>		
<p>Having completed this course, the student is expected to demonstrate:</p> <p>Subject knowledge and understanding</p> <ul style="list-style-type: none"> A2 a proactive, research-informed and reflective approach to destination management issues. <p>Intellectual skills</p> <ul style="list-style-type: none"> B3 successfully explore the international and intercultural contexts of a destination and its actors and apply this knowledge in strategies for tourism management <p>Transferable skills</p> <ul style="list-style-type: none"> D1 demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas D3 deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation by demonstrating openness and sensitivity to diversity in terms of other people, cultures and environments 		
<i>4. Course content</i>		
<p>When we encounter something new and/or different, we often experience difficulty in seeing what is actually there in front of us ("the thing in itself" according to Heidegger) rather than what we expect to or want to see. There is a long history of Europeans misunderstanding other cultures as they approached them from a purely Eurocentric position, for example. Alatas (2006) recommends that Europeans focus on "pertinent" issues in their studies of other cultures. The objective of this course is to help students do that from whatever perspective students start from. Studying international tourism, conducting research in and about different destinations and designing (tourism) development that is both realistic and resilient requires self-reflexivity and an acceptance of the specific (cultural) context operating in diverse destinations. Understanding culture as a process of forming and performing everyday life and as a set of practices is an essential component of self-reflexivity and acceptance.</p> <p>An immediate aim of this course is to help students to become aware of the choices they make and the consequences of these for their fieldwork and thesis research. Its longer-term goal is to provide students with a set of perspectives which will help students develop professionally as a future manager, who will make a valuable contribution to any business students may work in. Working in an international tourism context requires professionals to develop a (self) reflexive cross-cultural understanding. They have to be able to navigate through the complexity and hidden worldviews of different cultures. This course not only addresses the complexity of working in and with other cultures, but also focuses on broader societal processes of cultural change. The course mainly follows an interpretative, ethnographic approach to analyzing issues such as cultural identity, ethnicity, globalization, hybridity, authenticity, cultural heritage and commodification.</p>		
<i>5. Manner of instruction</i>	<input checked="" type="checkbox"/> lectures <input checked="" type="checkbox"/> seminars and workshops <input type="checkbox"/> exercises <input type="checkbox"/> distance learning <input type="checkbox"/> fieldwork	<input type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input checked="" type="checkbox"/> mentorship <input type="checkbox"/> other Case study
<i>6. Comments</i>		





7. Student responsibilities

Independent work and group work, attend classes

8. Monitoring of student work⁵

Class attendance	1	Class participation		Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay	1,9	Research	
Project		Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study					

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Choose an artefact from a Dutch ethnographic museum. Either take their own photo of this artefact or download an image - don't forget to reference this! Students must now individually write a text of 1500 words (minimum 1350 words; maximum 1650 words) about this artefact, which would be suitable for use in a brochure to accompany an exhibition in an ethnographic museum. Students should then combine the image of the artefact and the text in one document and **upload this to the submission folder**. Their written text should deal with the following three elements (based on Panofsky's *Studies in Iconology*):

1. Description – students should describe what the artefact is, what it is made from, where and when it was made and by whom. (200 words).
2. Discussion - what is its historical, political, cultural, economic, social significance? (550 words).
3. Evaluation – how does it relate to other artefacts (both from within the culture that produced it and from outside that culture), what is its cultural value within the culture that produced it and for the ethnographic museum where it is currently displayed. (750 words).

10. Mandatory literature (at the time of submission of study programme proposal)

- Alatas, SF. (2006). *Alternative discourses in the Asian social sciences: responses to Eurocentrism*. SAGE

11. Optional/additional literature (at the time of submission of the study programme proposal)

Barthes, R. (2009). Chapter 19. The Blue Guide. In R. Barthes. *Mythologies* (A. Lavers. Trans.). Vintage Books. (pp. 85-88). (Original work published 1957).

Gorra, M. (2014, September 25). Deep into green. *The New York Review of Books*. <http://www.nybooks.com/articles/2014/09/25/deep-green/>

Griffin, E., Ledbetter, A., and Sparks, G. (2019). Semiotics of Roland Barthes. In Griffin, E., Ledbetter, A., and Sparks, G., *A first look at communication theory* (pp. 320-331). New York: McGraw-Hill Higher Education.

Hall, B. J., Covarrubias, P. O., & Kirschbaum, K. A. (2018). Chapter 4. How is culture related to our identities? In Hall, B. J., Covarrubias, P. O., & Kirschbaum, K. A., *Among cultures. The challenge of*

⁵ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





communication, 3rd edition (pp. 100-129). New York: Routledge.

Hall, B. J., Covarrubias, P. O., & Kirschbaum, K. A. (2018). Chapter 7. Why do so many people get treated poorly? In Hall, B. J., Covarrubias, P. O., & Kirschbaum, K. A., *Among cultures. The challenge of communication, 3rd edition* (pp. 205- 242). New York: Routledge.

Hall, B. J., Covarrubias, P. O., & Kirschbaum, K. A. (2018). Chapter 9. How Can We Succeed in Our Intercultural Travels? In Hall, B. J., Covarrubias, P. O., & Kirschbaum, K. A., *Among cultures. The challenge of communication, 3rd edition* (pp. 284-318). New York: Routledge.

Liamputtong, P. (2010). Chapter 4. Cultural Sensitivity: A Responsible Researcher. In P. Liamputtong, *Performing Qualitative Cross-Cultural Research* (pp. 86-108). Cambridge: Cambridge University Press.

MacGregor, N. (2010). Chapter 77. Benin Plaque: The Oba with Europeans. In N. MacGregor, *A history of the world in 100 objects* (pp. 497-502). Allen Lane.

Sontag, S. (2009). Chapter 1. Against Interpretation. In S. Sontag, *Against Interpretation and otheressays* (pp. 3 – 14). Penguin Classics. (Original work published 1964)

Xu, H. Wang, K. & Song, Y. (2020) Chinese outbound tourism and soft power. *Journal of PolicyResearch in Tourism, Leisure and Events*, 12(1), 34-49.

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
• Alatas, S.F.(2006). <i>Alternative discourses in the Asian social sciences: responses to Eurocentrism</i> . SAGE	5	30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION		
Course instructor	Harald Buijtendijk, Ph. D., Associate Professor, Breda University of Applied Sciences	
Name of the course	Qualitative Research Process Methods	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 1, Semester 1	
ECTS credits and manner of instruction	ECTS credits	6
	Number of class hours (L+E+S)	60 (30+0+30)





1. Course objectives

In practical terms, at the end of this course, students are expected to:

- Recognize and avoid plagiarism
- Recognize the value of research, specifically applied research, and its utility in daily practice
- Recognize and explain differing epistemological approaches
- Identify a relevant topic and search for its relevance for a particular population, outdoor hospitality and camping resort, or stakeholders
- Write a literature review based on academic and professional sources
- Formulate a problem statement and research questions based on outdoor hospitality and camping resort management issues
- Write detailed field notes based on participant observation
- Design a questionnaire for quantitative data collection
- Analyse quantitative questionnaire data using linear modelling
- Explain interviewing as a resource for data collection as well as for interventions
- Design interview questions
- Develop an item list for interviews
- Engage participants in a conversation
- Collect data using at least two different forms of interview
- Analyse qualitative data using a thematic coding approach
- Explain how quantitative and qualitative findings relate
- Formulate solutions to contextual management based on research findings
- Structure and compose a useful professional research report

2. Course enrolment requirements

We expect that, based on a complete bachelor level, students have certain knowledge and skills. To succeed in RPM, students must be able to:

Ethical

- Recognize, explain, argue against, and avoid **plagiarism**;
- Explain the necessity of informed consent when researching human participants;





Mathematical

- Calculate elementary descriptive statistics such as mean, median, and standard deviation;
- Explain, apply, and graph linear equations;

Philosophical

- Reason based on logic;
- Construct a logical argument;
- Take and argue for the perspective of someone else, with whom students may disagree;

3. Expected learning outcomes

Creative/transformational thinking: The ability to generate innovative ideas to elaborate useful questions that can build an effective scenario to structure research. It is about asking different kinds of questions to better understand choices in combination with the relevance of the research.

Critical thinking: the ability to be self-aware, being able to weigh the influences of motives and biases and recognize one's own assumptions as well as different points of view in order to be able to evaluate those differences.

Listening, talking and presenting ideas: The ability to pay full attention to the situation, to be engaged in the context, being able to listen and at appropriate times to talk and present a position regarding the subject. Listening is one of the most important skills students can have as a researcher. How well you listen has a major impact on how you talk, interact and on the quality of relationships with others. As a good listener and researcher, their role is not just to understand what has been said, but also how it has been said. When talking, they should also be able to make their point in a positive and respectful way.

Collect, understand, evaluate and analyse information: This is the competency of finding relevant information, processing it, and working with the data produced during research. The technical skills of research methods belong here.

Writing skills: The ability to translate ideas into words on a paper in a coherent and clear way. Writing is a fundamental competency for researchers to make their point very clear to their readers and to articulate important ideas from different authors together with personal insights. **Attachments to this outline explain writing to the point, writing paragraphs, and plagiarism.**

4. Course content

This sequence consists of lectures, workshops, supervision (contact hours) and an assignment.

Students are supposed to spend 168 hours.

Lectures

The lectures aim to introduce techniques and principles of field research to students, where a strong emphasis will be on selecting techniques, assessing their relevance (both academically and applied) and





critically discussing constraints during the execution of the technique in uncertain circumstances.

Workshops

In the workshops, data collection and analysis techniques will be practiced. There will also be individual meetings for feedback on writing.

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> individual assignments
	<input checked="" type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input type="checkbox"/> other Case study
6. Comments	-	

7. Student responsibilities

Independent work and group work, attend classes

8. Monitoring of student work^{3F6}

Class attendance	2	Class participation		Seminar paper		Experimental work	
Written exam	1	Oral exam		Essay		Research	1,7
Project		Continuous assessment	1,3	Report		Practical work	
Portfolio		Case study					

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Assignment

Professionals need to comprehend what a destination is about, how complex it is, and how people relate there: locals, tourists, NGO's, corporate business, etc. The focus in destination management can vary from attracting tourists, to promoting a sustainable environment, bringing stakeholders together, improving social cohesion, and so forth.

For many destinations, the crucial thing is that tourists visit at all. For others, destination managers want tourists to stay longer or spend more money. Still other destinations wish for fewer tourists, different kinds of tourists, or for tourists to interact differently with locals. These are all behaviours that destination managers try to deal with.

To frame the assignment, a campsite visiting tourist is the unit of analysis. Students will spend a day

⁶ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





doing participant observation in a campsite to explore what happens in terms of tourists' activities, behaviours, and interactions.

Students select a phenomenon, such as an activity, a behaviour or interaction, that seems relevant. Based on the literature and their personal experiences, they will better explore these variables in the corporate context, understanding them and identifying how managers may be able to bring about positive change.

To be prepared to start collecting data students frame research questions that will guide literature review as well as the questions they will pose to participants. They start with a qualitative approach to the topic by running in-depth interviews in order to investigate meanings, processes and stories. They will learn how to formulate open questions and curious question in order inspire their participants to talk as open and freely about what is important for them in the topic investigated. After the interview process, they will transcribe the interview word for word, and the analysis we use (thematic analysis) will help expand the understanding of the context in which tourism happens.

After this first investigation they will continue with the quantitative research, focusing on identifying some variables to further address and cover the topic. Each student will collect 10 completed questionnaires. There will be some basic statistics to predict the changes.

10. Mandatory literature (at the time of submission of study programme proposal)

- Brown, L. & Durrheim, K. (2009) Different Kinds of Knowing: Generating Qualitative Data Through mobile interviewing. *Qualitative Inquiry*, 15 (5), pp. 911-930
www.researchgate.net/publication/263464809_Different_kinds_of_knowing_Different_Kinds_of_Knowing_Generating_Qualitative_Data_Through_Mobile_Interviewing
- Braun, V. & Clarke, V. (2006) *Using thematic analysis in psychology*. *Qualitative Research in Psychology*, 3 (2). Pp. 77-101
- McNamee, Research as Social Construction.
[www.pubpages.unh.edu/~smcnamee/research/Research_as_SC_\(Brazil\).pdf](http://www.pubpages.unh.edu/~smcnamee/research/Research_as_SC_(Brazil).pdf)
- Field, A. *A Guide to Statistics With SPSS*.
- Gillet, S., Schmitz, P., & Mitas, O. (2016). The Snap-Happy Tourist the Effects of Photographing Behaviour on Tourists' Happiness. *Journal of Hospitality & Tourism Research*, 40(1), 37-57.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Konijn, E., Sluimer, N., & Mitas, O. (2016). Click to Share: Patterns in Tourist Photography and Sharing. *International Journal of Tourism Research*.

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
<ul style="list-style-type: none"> • Brown, L. & Durrheim, K. (2009) Different Kinds of Knowing: Generating Qualitative Data Through mobile interviewing. <i>Qualitative Inquiry</i>, 15 (5), pp. 911-930 	Available online	30





www.researchgate.net/publication/263464809_Different_kinds_of_knowing_Different_Kinds_of_Knowing_Generating_Qualitative_Data_Through_Mobile_Interviewing		
<ul style="list-style-type: none"> Braun, V. & Clarke, V. (2006) <i>Using thematic analysis in psychology</i>. Qualitative Research in Psychology, 3 (2). Pp. 77-101 	Available online	30
<ul style="list-style-type: none"> McNamee, Research as Social Construction. www.pubpages.unh.edu/~smcnamee/research/Research_as_SC_(Brazil).pdf 	Available online	30
<ul style="list-style-type: none"> Field, A. <i>A Guide to Statistics With SPSS</i>. 	Available online	30
<ul style="list-style-type: none"> Gillet, S., Schmitz, P., & Mitas, O. (2016). The Snap-Happy Tourist the Effects of Photographing Behaviour on Tourists' Happiness. <i>Journal of Hospitality & Tourism Research</i>, 40(1), 37-57. 	Available online	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

Semester 2 Opatija

COURSE DESCRIPTION		
Course instructor	Sandra Janković, Ph.D., Full Professor with tenure, Faculty of Tourism and Hospitality Management	
Name of the course	Financial Reporting	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Obligatory	
Year of study	Year 1, Semester 2	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
The objective of the course is gaining theoretical knowledge in the field of internal reporting system as well as practical skills and knowledge related to their use in the camping resorts.		
2. Course enrolment requirements		
None		
3. Expected learning outcomes		
It is expected, that after fulfilling all the obligations of the course, the students will be able to:		





1. Explain and interpret different business costs and prepare a calculation of products, services, market segments, distribution channels in camping resort
2. Prepare and understand daily and monthly reports for different responsibility centres in camping resort as well as the monthly income statement according to USALI method.
3. Understand and interpret sustainability report
4. Critically conclude importance and benefits of information from internal reports and significance of Property Management System (PMS)

The students, besides specific competencies, will actively participate in the class activities and case studies, and will develop the capabilities of analytical and critical thinking and team work.

4. Course content

The course content is focused on management accounting tools that are used in internal reporting systems organization and in internal reports construction. Numerous case studies are used that enable students to gain knowledge about the limitations of current practices and the possibilities of system enhancements. The course consists of the following topics:

Revenue and Costs: definition, measurement and recognition; Segment reporting in camping resorts; Internal reporting according to Uniform System of Accounts for the Lodging Industry. Daily and monthly reports in camping resorts; Income statement of camping resort; Cost allocation; Eco and quality costs; Sustainability reporting: best practice case study- sustainability reporting for camping resorts; Property management system for Camping resorts: best practice case studies.

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input type="checkbox"/> individual assignments
	<input checked="" type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input checked="" type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input type="checkbox"/> other Case study

6. Comments	-
-------------	---

7. Student responsibilities

Class attendance, class participation, exercises, exam

8. Monitoring of student work⁷

Class attendance	1	Class participation		Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay		Research	
Project	0,9	Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study					

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

⁷ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





Assessment and evaluation of students in classes and at the final exam is conducted under the Rulebook on students' evaluation at the Faculty of Tourism and Hospitality Management. For each course it is made a detailed course syllabus which coordinates activities, student load, learning outcomes and evaluation methods.		
<i>10. Mandatory literature (at the time of submission of study programme proposal)</i>		
<ol style="list-style-type: none"> Hotel Association of New York City, HANYC. (2006). Uniform System of Accounts for the Lodging Industry, 10 Revised Edition, Educational Institute of the American Hotel & Motel Association, East Lansing Schmidgall, R., (1997). Hospitality industry managerial accounting, American Hotel & Motel Association. (selected chapters) 		
<i>11. Optional/additional literature (at the time of submission of the study programme proposal)</i>		
Horngren, C.T., Datar, S.M., Foster, G. Cost Accounting (2018) A Managerial Emphasis, Prentice Hall, Pearson Education International. (selected chapters)		
<i>12. Number of assigned reading copies in relation to the number of students currently attending the course</i>		
<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<ul style="list-style-type: none"> Hotel Association of New York City, HANYC. (2006). Uniform System of Accounts for the Lodging Industry, 10 Revised Edition, Educational Institute of the American Hotel & Motel Association, East Lansing. 	5	30
<ul style="list-style-type: none"> Schmidgall, R., (1997). Hospitality industry managerial accounting, American Hotel & Motel Association. (selected chapters) 	5	30
<i>13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences</i>		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Faculty of Tourism and Hospitality Management and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION		
Course instructor	Marinela Krstinić Nižić, Ph.D., Full Professor, Ana-Marija Vrtodušić Hrgović, Ph.D., Associate Professor	
Name of the course	Sustainable Management in Outdoor Hospitality	
Study programme	Master of Sustainable Outdoor Hospitality Management	
Status of the course	Obligatory	
Year of study	Year 1, Semester 2	
ECTS credits and manner of instruction	ECTS credits	9
	Number of class hours (L+E+S)	75 (30+0+45)





1. Course objectives							
The course objective is to understand economic, social, environmental and technological dimensions of sustainable development in a camping resort. Students will be acquainted with all the necessary activities that need to be implemented in sustainable management in the camping industry. Students will also acquire basic knowledge on how to manage a modern camp in a sustainable way.							
2. Course enrolment requirements							
None.							
3. Expected learning outcomes							
On successful completion of the course students will be able to: <ol style="list-style-type: none"> 1. Explain basic concepts and goals of sustainable development related to the EU legislation 2. Analyze economic, social, environmental and technical state of the camp 3. Discuss on the economic, technical and environmental challenges in the camping industry 4. Evaluate decisions related to sustainable management and investment in camps 5. Interpret and implement environmental/energy management system and eco labels in camps 6. Propose guidelines and solutions for managing a modern sustainable camp 7. Demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment 							
4. Course content							
Sustainable management in camping resorts: Sustainable Goals; A European Green Deal; EU legislation on sustainable investments – green finance; EU Circular Economy Action Plan; Climate-neutral and sustainable EU; EU standards and certification in camping resorts (ISO 14001, ISO 50001, EU Flower, ECO Camping); Sustainable maintenance in camping resort (energy management, eco-efficiency, renewable energy sources in camping resorts, facility management); Risk management (safety, security, COVID-19 measures, fire protection, traffic); Sustainable Horticulture in camping resort; Investment planning (feasibility studies) in camping resorts; Spatial planning and architecture of camping resorts; IT management in camping resorts (Internet of Things, WI-FI, IT communication)							
5. Manner of instruction		<input checked="" type="checkbox"/> lectures <input checked="" type="checkbox"/> seminars and workshops <input type="checkbox"/> exercises <input type="checkbox"/> distance learning <input checked="" type="checkbox"/> fieldwork			<input type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input type="checkbox"/> mentorship <input checked="" type="checkbox"/> other Case study		
6. Comments							
7. Student responsibilities							
Class attendance, class participation, seminars and workshops, fieldwork							
8. Monitoring of student work⁸							
Class attendance	2,5	Class participation		Seminar paper		Experimental work	

⁸ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





Written exam	1,5	Oral exam		Essay		Research	
Project	2,5	Continuous assessment	2,5	Report		Practical work	
Portfolio		Case study					

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Assessment and evaluation of students' work during classes and at the final exam is conducted in accordance with the FMTU Student Assessment Regulations. For each course, a detailed performance curriculum is created to coordinate activities, student workload, learning outcomes and assessment methods.

10. Mandatory literature (at the time of submission of study programme proposal)

- Velten, Eike Karola; Isabel Haase, Nicolas Berghmans, Matthias Duwe and Nick Evans (2021): Measuring progress towards climate neutrality. Part I: Assessing structural change through net zero indicators. Ecologic Institute, Berlin / IDDRI, Paris
<https://europeanclimate.org/wp-content/uploads/2021/07/net-zero-indicators-part-1-technical-proposal.pdf>
- Duwe, Matthias, Deyana Spas ova (2021): Measuring progress towards climate neutrality. Part II: Integrating net zero indicators in EU governance processes Ecologic Institute, Berlin / IDDRI, Paris
<https://europeanclimate.org/wp-content/uploads/2021/07/net-zero-indicators-part-2-policy-integration.pdf>
- Tippet, A.W., Ytterdal, E. R., Strand, Ø. (2020), An Overview of Ecolabels for Small to Medium Sized Tourism Enterprises, *Interreg VB project PROWAD LINK, Protect and Prosper: Benefits through linking sustainable growth with nature protection*, 90390800, Faculty of Economics and Management Department of International Business
https://www.waddensea-worldheritage.org/sites/default/files/2020_overview%20of%20ecolabels.pdf

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Golaszewski, M. (2014): Adapting the Energy-Camp Renewable Energy Program to the Conservation Authority Campground Context, Thesis, University of Guelph.
https://atrium.lib.uoguelph.ca/xmlui/bitstream/handle/10214/8181/Golaszewski_Maciej_201406_MLA.pdf?sequence=1&isAllowed=y
- International Organization for Standardization, Introduction to ISO 14001,
<https://www.iso.org/files/live/sites/isoorg/files/store/en/PUB100371.pdf>
- Sustainable development in the European Union – Monitoring report on progress towards the SDGs in an EU context, Eurostat, 2020. doi:10.2785/555257
<https://ec.europa.eu/eurostat/documents/3217494/11011074/KS-02-20-202-EN-N.pdf/334a8cfe-636a-bb8a-294a-73a052882f7f?t=1592994779000>





12. Number of assigned reading copies in relation to the number of students currently attending the course

<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<ul style="list-style-type: none"> Velten, Eike Karola; Isabel Haase, Nicolas Berghmans, Matthias Duwe and Nick Evans (2021): Measuring progress towards climate neutrality. Part I: Assessing structural change through net zero indicators. Ecologic Institute, Berlin / IDDRI, Paris https://europeanclimate.org/wp-content/uploads/2021/07/net-zero-indicators-part-1-technical-proposal.pdf 	Available online	30
<ul style="list-style-type: none"> Duwe, Matthias, Deyana Spasova (2021): Measuring progress towards climate neutrality. Part II: Integrating net zero indicators in EU governance processes Ecologic Institute, Berlin / IDDRI, Paris https://europeanclimate.org/wp-content/uploads/2021/07/net-zero-indicators-part-2-policy-integration.pdf 	Available online	30
<ul style="list-style-type: none"> Tippett, A.W., Ytterdal, E. R., Strand, Ø. (2020), An Overview of Ecolabels for Small to Medium Sized Tourism Enterprises, <i>Interreg VB project PROWAD LINK, Protect and Prosper: Benefits through linking sustainable growth with nature protection, 90390800, Faculty of Economics and Management Department of International Business</i> https://www.waddensea-worldheritage.org/sites/default/files/2020_overview%20of%20ecolabels.pdf 	Available online	30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Faculty of Tourism and Hospitality Management and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION		
Course instructor	Marina Laškarin Ažić, Ph.D., Assistant Professor, Faculty of Tourism and Hospitality Management	
Name of the course	Customer Relationship and Sales Management	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Obligatory	
Year of study	Year 1, Semester 2	
ECTS credits and manner of instruction	ECTS credits	6 ECTS
	Number of class hours (L+E+S)	60(30+0+30)





1. Course objectives
<ul style="list-style-type: none"> - To introduce students with sales planning, segmentation, positioning, budgeting, contracting, analysing, reporting and organisation; - To train students for using different sales channels including OTA and different camping tour operators - To train students for direct Sales tools and digital activities - To introduce students with omni channel communication and use of social media tools in camping sales - To introduce students with key European camping sales players - To introduce revenue management in camping - To introduce students with management of guest relations - To introduce students with CRM software and to prepare students for managing guest data in accordance with GDPR requirements
2. Course enrolment requirements
None.
3. Expected learning outcomes
<p>After successfully mastering the programme of the course Sales and Customer Relationship Management, students will be able to:</p> <ul style="list-style-type: none"> - discuss about new trends in different camping sales channels; - create examples of price distribution, activity plan for budget realisation according to sales channels, ability to read and explain different reports in camping sales; - use Channel management techniques tools (software Phobs) for price and inventory distribution; - implement digital tools in sales by understanding guest needs and guest rights; - explain and demonstrate modern techniques for direct sales - differentiate guests according to their religious, cultural, national, socio-economic, temperament and other characteristics; - identify guest touch points and opportunities for collecting guest opinion; - apply procedure for managing guest dissatisfaction in online and onsite environment; - reconsider own communication and negotiation skills while managing guest relations.
4. Course content
<p>Course content is:</p> <ul style="list-style-type: none"> - Sales today in Campsites. - Sales: planning, segmentation, pricing, budgeting, contracting, analysing and reporting; - Organisation of camping Sales - Sales channels /Allotment, Groups, Flash Sales, B2B) - OTA importance for camping Sales (Booking.com, Airbnb and others) - Important European camping tour operators - Direct Sales /Call centre, camping digital tools, self-everything) - Sales strategies in sales channels (Phobs) - Digital tools and activities for camping Sales (Google, Metasearch, SEO, SEM...)





- Digitalisation in camping (Pass-scanning, automatization of entrance, Chat boot, Mailbot,)
- Web app (pre. -stay information, during stay-push notifications, check-in, checkout, bill control, payment, digital key, cross selling, etc)
- Omni channel communication (Viber. WhatsApp, Facebook massanger, SMS)
- Social media tools and importance in Sales
- Introduction to application Amenity recommender
- European players in camping sales: PINCAMP, ACSI & CAMPING INFO, ANWB
- Revenue Management in camping /yield techniques, Yield levels, analysing and monitoring/
- Managing guest (di)satisfaction & Psychological aspects of managing guest relations
- Managing guest relations /CRM, Loyalty Programmes, Questionnaires- paper, online, pre -sty, post- stay, in- stay)
- Guest data protection

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> individual assignments
	<input type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input type="checkbox"/> other Case study

6. Comments	-
-------------	---

7. Student responsibilities

Class attendance, individual assignments and final exam.

8. Monitoring of student work

Class attendance	1	Class participation		Seminar paper		Experimental work	
Written exam	2	Oral exam		Essay		Research	
Project		Continuous assessment	1	Report		Practical work	
Portfolio		Case study	2				

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Assessment and evaluation of students in classes and at the final exam is conducted under the Rulebook on students' evaluation at the Faculty of Tourism and Hospitality Management. For each course it is made a detailed course syllabus which coordinates activities, student load, learning outcomes and evaluation methods.

10. Mandatory literature (at the time of submission of study programme proposal)

- Jobber, D., Lancaster, G., Le Meunier-FitzHugh, K. (2018). *Selling and Sales Management*. Pearson Education Limited (e-book & print)
- Ingram, T.N., LaForge, R.W., Avila, R.A., Schwepker, C.H., Williams, M.R. (2020). *Sales management* (10th edition). Routledge, New York (e-book & print)





<i>11. Optional/additional literature (at the time of submission of the study programme proposal)</i>		
<ul style="list-style-type: none"> Guenzi, P.; Geiger, S. (2011). Sales Management: a multinational perspective, Palgrave Macmillan, London Doorley, J., Garcia H.F. (2020). Reputation management (4th edition). Routledge, New York (e-book & print) 		
<i>12. Number of assigned reading copies in relation to the number of students currently attending the course</i>		
<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<ul style="list-style-type: none"> Jobber, D., Lancaster, G., Le Meunier-FitzHugh, K. (2018). <i>Selling and Sales Management</i>. Pearson Education Limited (e-book & print) 	Available online	30
<ul style="list-style-type: none"> Ingram, T.N, LaForge, R.W., Avila, R.A., Schwepker, C.H., Williams, M.R. (2020). <i>Sales management</i> (10th edition). Routledge, New York (e-book & print) 	Available online	30
<i>13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences</i>		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Faculty of Tourism and Hospitality Management and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION		
Course instructor	Josipa Cvelić Bonifačić, Ph.D., Assistant Professor, Faculty of Tourism and Hospitality Management	
Name of the course	Management and Operations	
Study programme	Master of Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 1, Semester 2	
ECTS credits and manner of instruction	ECTS credits	9 ECTS
	Number of class hours (L+E+S)	75 (30+0+45)





1. Course objectives

The course objective is to understand context, European environment and organisation of camping as well as history of camping. Through best practice in European camping, students will understand implementation of camping operations in sustainable camping resorts. They will also acquire basic knowledge in human capital resources, storytelling, experience and trends of outdoor hospitality. Students will be able to interpret quality measurements in camping resorts. Students will also acquire basic knowledge on how to manage a modern camp in a sustainable way.

2. Course enrolment requirements

None.

3. Expected learning outcomes

After successfully mastering the programme of the course Sales and Customer Relationship Management, students will be able to:

1. Understand context, history and features of camping tourism development in the frame of climate change and European green deal
2. To understand and be able to use knowledge of stakeholders, organisations of camping tourism in Europe and how their business functions and processes are managed.
3. To be able to implement basic principles and methods in human capital management and to apply methods and techniques of storytelling and economy of experience in the camping operations
4. To understand operations of camping accommodation and different departments management in camping resorts including quality management
5. To interpret basics of quality measurements in outdoor hospilities
6. To recognise trends of future tourism and camping development

4. Course content

Content of lecture is based on understanding and ability to implement knowledge of camping management through theoretical knowledge and best-case examples. Through two (2) Field trips and field work with living in a campsite student will get practical experience in campsite management and operations.

Content of course is:

- Context of camping tourism in the world and Europe in the climate change frame
- History of camping tourism
- Features of camping tourism in different countries in Europe
- Main camping stakeholders in Europe including camping vehicle industry
- Types of campsites and legislation of camping in Europe
- Quality management in camping resorts with emphasise of online reputation management
- Human capital in camping resorts; recruiting, education, training, communication and problem-solving principles and methods
- Storytelling and economy of experiences methods and techniques in camping operations
- Entrepreneurship principles in opening of small campsite





<ul style="list-style-type: none"> - Operations of accommodations and departmental operations and management in camping resorts - Future of open- air tourism and camping resort development 							
5. Manner of instruction		<input checked="" type="checkbox"/> lectures <input checked="" type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> distance learning <input checked="" type="checkbox"/> fieldwork			<input checked="" type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input type="checkbox"/> mentorship <input type="checkbox"/> other Case study		
6. Comments							
7. Student responsibilities							
He students are obliged to actively participate in the lectures and aster obligatory literature							
8. Monitoring of student work ⁹							
Class attendance	2,5	Class participation		Seminar paper		Experimental work	
Written exam	1,5	Oral exam		Essay	0,9	Research	1
Project		Continuous assessment	2,1	Report	1	Practical work	
Portfolio		Case study					
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
<ol style="list-style-type: none"> 1. Correctly explain and interpret the basics of context, history and features of camping tourism development in the frame of climate change and European green deal 2. Recognise and use methods for determining main stakeholders, organisations of camping tourism in Europe 3. Interpret and ability to use basic principles and methods in human capital management 4. Ability to apply methods and techniques of storytelling and economy of experience in the camping operations 5. Properly interpret operations of camping accommodation and different departments management in camping resorts including quality management 6. Properly interpret and recognise trends of future tourism and camping development 							
10. Mandatory literature (at the time of submission of study programme proposal)							
<ul style="list-style-type: none"> • ETC (2021), Encouraging sustainable tourism practices, A report produced for the European Travel Commission by TOPOSOPHY Ltd • OECD (2020) Rebuilding tourism for the future: Covid-19 Policy Responses and Recovery, available at: OECD.org McKinsey & Company (2018) True Gen': Generation Z and its implication for companies • Tribe., (1999) The economics of Leisure and Tourism, Butterworth-Heinemann, Oxford • Styles D., Schönberger H., Galvez Martos J. L., Best Environmental Management Practice in the Tourism Sector, EUR 26022 EN, doi:10.2788/33972. 							

⁹ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





- Enoksen, E., Lynch, P. (2018) Learning leadership: becoming an outdoor leader, Journal of Adventure, Education and Outdoor Learning, Vol. 18., Issue 2
- Briery, B.G. (2004) Family camping: Building a community at warp speed the special case of family camping. Camping Magazine, July/August.
- Leslie, D. (2012) Tourism Enterprises and the Sustainability Agenda across Europe, Routledge, London,
- Milohić, I., Cvelić Bonifačić, J., Licul, I. (2019), Transformation of Camping into Glamping – trends and perspectives, TooSEE, Vol. 5, pp. 457-473.
- Young, T. (2017), Heading Out: A History of American Camping, Cornell University Press.
- Conrady, R., Ruetz, D., Aeberhard, A. (2020), Glamping: camping, luxury, sustainability, in Luxury Tourism: Market Trends, Changing Paradigms, and Best Practices, Springer, Switzerland.
- Cvelić Bonifačić, J., Cerović, Z., Milohnić, I. (2017), Glamping – Creative accommodation in camping resorts: Insights and Opportunities, ToSEE, Vol. 4, pp. 101-114.
- Young, T. (2017), Heading Out: A History of American Camping, Cornell University Press.
- Wellner, C. (2015), Introduction to the Research Field: Camping & Caravanning, User Innovators in the Silver Market, pp. 61-68.
- Burke, R.J., Hughes, J.C. ed. (2019), Handbook of Human Resource Management in the Tourism and Hospitality Industries, Edward Elgar Publishing Ltd, London.
- Nistoreanu, P. ed (2019), New Trends and Opportunities for Central and Eastern European Tourism, IGI Global, USA.
- Legrand, W., Sloan, P.m Chen, J.S. (2016), Sustainability in the Hospitality Industry : Principles of sustainable operations, Taylor & Francis Ltd, UK.
- Szende, P., Dalton, A. N., Yoo, M., (2021), Operations Management in the Hospitality Industry, Emerald Publishing Limited, UK
- Brochado, A. (2019), "Nature-based experiences in tree houses: guests' online reviews", Tourism Review, Vol. 74 No. 3, pp. 310-326.
- Niamh, E., Stewart, E.J., Fitt H., Page S., Espiner, S. (2021): From tents and maps to vans and apps: Exploring camping mobilities, Tourism Geographies, Christchurch
- Saftić, D., Dropulić, M., Bošković, D. (2009), Istria's tourists' animation and sport preferences with a special view on rural areas, 28th International Conference on Organizational Science
- Lucivero, M. (2012) Camping and Open-Air Tourism: An Opportunity for Sustainable Tourism in Coastal Areas, Universitat Politècnica de Catalunya, Barcelona, Spain

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Hendija, Z. (2006). „Kamping turizam“, Hrvatski turizam: plavo, bijelo, zeleno. Zagreb: Institut za turizam
- Rudančić, A., Sladoljev, J. (2021), "Kamping u hrvatskom turizmu", Libertas Međunarodno Sveučilište, Zagreb
- Cvelić-Bonifačić, J. (2012): Kamping Osnove hrvatskog i europskog kamping turizma, Kamping udruženje Hrvatske, Poreč
- Ultimate Campgrounds (2021), "Bureau of Land Management Camping", Roundabout Publications.





- Jenkins, J. and Pigram, J. (2006), Outdoor Recreation Management, Taylor & Francis Ltd, London.
- Eksteen, C. (2019), Campsite Management and Procedures, Panza Publishers.
- Chuck, Y. G., (2010), World of resorts, From Development to Management, Third edition, American otel & Lodging educational Institute, Lansing, Michigan

12. Number of assigned reading copies in relation to the number of students currently attending the course

<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
• ETC (2021), Encouraging sustainable tourism practices, A report produced for the European Travel Commission by TOPOSOPHY Ltd	<i>Available online</i>	30
• OECD (2020) Rebuilding tourism for the future: Covid-19 Policy Responses and Recovery, available at: OECD.org McKinsey & Company (2018) True Gen': Generation Z and its implication for companies	<i>Available online</i>	30
• Tribe., (1999) The economics of Leisure and Tourism, Butterworth-Heinemann, Oxford	<i>Available online</i>	30
• Enoksen, E., Lynch, P. (2018) Learning leadership: becoming an outdoor leader, Journal of Adventure, Education and Outdoor Learning, Vol. 18., Issue	<i>Available online</i>	30
• Briery, B.G. (2004) Family camping: Building a community at warp speed the special case of family camping. Camping Magazine, July/August.	<i>Available online</i>	30
• Leslie, D. (2012) Tourism Enterprises and the Sustainability Agenda across Europe, Routledge, London	<i>Available online</i>	30
• Wellner, C. (2015), Introduction to the Research Field: Camping & Caravanning, User Innovators in the Silver Market, pp. 61-68.	<i>Available online</i>	30
• Young, T. (2017), Heading Out: A History of American Camping, Cornell University Press.		
• Milohnić, I., Cvelić Bonifačić, J., Licul, I. (2019), Transformation of Camping into Glamping – trends and perspectives, TooSEE, Vol. 5, pp. 457-473.	20	30
• Young, T. (2017), Heading Out: A History of American Camping, Cornell University Press.	<i>Available online</i>	30
• Conrady, R., Ruetz, D., Aeberhard, A. (2020), Glamping: camping, luxury, sustainability, in Luxury Tourism: Market Trends, Changing Paradigms, and Best Practices, Springer, Switzerland.	<i>Available online</i>	30
• Cvelić Bonifačić, J., Cerović, Z., Milohnić, I. (2017), Glamping – Creative accommodation in camping resorts: Insights and Opportunities, ToSEE, Vol. 4, pp. 101-114.	30	30
• 30Burke, R.J., Hughes, J.C. ed. (2019), Handbook of Human Resource	10	30





Management in the Tourism and Hospitality Industries, Edward Elgar Publishing Ltd, London.		
• Nistoreanu, P. ed (2019), New Trends and Opportunities for Central and Eastern European Tourism, IGI Global, USA.	7	30
• Legrand, W., Sloan, P.m Chen, J.S. (2016), Sustainability in the Hospitality Industry : Principles of sustainable operations, Taylor & Francis Ltd, UK.	8	30
• Szende, P., Dalton, A. N., Yoo, M., (2021), Operations Management in the Hospitality Industry, Emerald Publishing Limited, UK	7	30
• Brochado, A. (2019), "Nature-based experiences in tree houses: guests' online reviews", Tourism Review, Vol. 74 No. 3, pp. 310-326.	Available online	30
• Niamh, E., Stewart, E.J., Fitt H.,Page S., Espiner, S. (2021): From tents and maps to vans and apps: Exploring camping mobilities, Tourism Geographies, Christchurch	Available online	30
• Saftić, D., Dropulić, M., Bošković, D. (2009), Istria's tourists' animation and sport preferences with a special view on rural areas, 28th International Conference on Organizational Science	Available online	30
• Lucivero, M. (2012) Camping and Open-Air Tourism: An Opportunity for Sustainable Tourism in Coastal Areas, Universitat Politècnica de Catalunya, Barcelona, Spain	Available online	30
• Styles D., Schönberger H., Galvez Martos J. L., Best Environmental Management Practice in the Tourism Sector, EUR 26022 EN, doi:10.2788/33972.	Available online	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Faculty of Tourism and Hospitality Management and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION	
Course instructor	Josipa Cvelić Bonifačić, Assistant Professor, Faculty of Tourism and Hospitality Management
Name of the course	Outdoor Hospitality Innovations
Study programme	Master in Sustainable Outdoor Hospitality Management
Status of the course	Obligatory
Year of study	Year 1, Semester 2





ECTS credits and manner of instruction	ECTS credits	3 ECTS
	Number of class hours (L+E+S)	30 (0+0+30)
1. Course objectives		
<p>This module's goal is for students to be able to describe, a part of, the operational management of an existing campsite organisation, to analyse it and to get to an advice on optimising these processes based on the analysis.</p> <p>The strategic orientation and the structure and culture of the organisation is the starting point.</p> <p>It is an integrated module where the following elements of other modules should be treated:</p> <ul style="list-style-type: none"> - Guest satisfaction - Productivity and operational management - Sustainability <p>Also, during this course, students will work on a topic proposal for thesis and they have to spend some time to find a traineeship location (semester 4)</p>		
2. Course enrolment requirements		
None		
3. Expected learning outcomes		
<p>The student will learn how to:</p> <ul style="list-style-type: none"> • Communicate on social levels and demonstrates good oral and written communication skills • demonstrates drive, initiative, creativity, flexibility and independence in the performance of tasks and recognises the importance of acting quickly to see and seize opportunities and/or come up with new solutions • have an eye for the interests and responsibilities of other stakeholders and actors, and is able to make connections and collaborate • Plan operational and tactical business processes, even if there is little structure and/or there are uncertain factors and makes decision support calculations • Develop, implement and evaluates change processes in a creative, fast and accurate manner, implements and/or optimises operational processes • Control operational and tactical business processes, even if there is little structure and/or there are uncertain factors, are able to gain insight in (and describe) company processes • Analyse and improve behaviour in organisations, with a focus on organisational structure and culture, complexity of behaviour in organisations, intercultural management, leadership styles, change management, networks 		
4. Course content		
<p>Students will work during the whole semester in teams of two/ three.</p> <p>They will analyze a camping resort or other outdoor hospitality business.</p> <p>They shall produce a portfolio that contains:</p> <ul style="list-style-type: none"> - an advice for that business for the implementation of a future strategy on three elements: 		





- Higher guest satisfaction
- Improved productivity and operations
- Improved sustainability performance
- A PowerPoint presentation
- An individual reflection on the process of each student

OBSteps to be followed during the assignment

1. Do research / generate input for analysis to support the advice (to do):

guest research: conduct research into customer's interactive experiences.

Get insight in the components that contribute to these experiences such as personal goals, social context and physical context. Include various relevant subtopics for each of the components in your topic list.

Use two methods for collecting your data:

- interviews: conduct 7 interviews (each 30 minutes or more) with guests. Recordings are to be elaborated in a transcript.
- Customer reviews: collect 20 reviews (per review a minimum length of 80 words) Use coding (open, axial, selective) for both methods to process the data obtained.

→ **result:** a report in which the structure (titles of paragraphs) is based on subjects that are derived from the selective and axial coding. The content of the paragraphs is based on the statements made around a code (topic) by various respondents and review writers.

productivity and operations research: assess current productivity using a checklist Productivity (created by yourself).

The checklist should contain a large variety of topics, related to labour productivity, customer productivity, operational productivity and capital productivity. Main areas and processes at the location, for which you should 'check' the productivity issues on your list, are: cooking, cleaning, check-in and check-out, (guest) information, maintenance, staff (recruitment, training, briefing, rostering), quality assurance

- **result:** a report with your results and conclusions on matters that contribute positively and negatively to productivity.

Sustainability research: make a basic life cycle analysis and come with advice for improvements in terms of: *energy use, water use and waste management*

- **result:** LCA -analysis and advice.

2. Prepare a report and portfolio. Students' teams develop, prepare and present a strategy improvement and innovation plan to their company: Content:

- a description of the company: organisation (structure, history), characteristic, first outline front- and back-office processes, and other relevant background info
- presentation of the three research topics to be carried out

5. Manner of
instruction

☐ lectures

☒ seminars and workshops

☐ individual assignments

☐ multimedia and network





	<input type="checkbox"/> exercises <input type="checkbox"/> distance learning <input checked="" type="checkbox"/> fieldwork	<input type="checkbox"/> laboratories <input checked="" type="checkbox"/> mentorship <input type="checkbox"/> other Case study					
6. Comments	-						
7. Student responsibilities							
The students are obliged to actively participate in fieldwork.							
8. Monitoring of student work ^{3F10}							
Class attendance	1	Class participation		Seminar paper		Experimental work	
Written exam		Oral exam	0,5	Essay		Research	0,2
Project		Continuous assessment	0,6	Report	0,7	Practical work	
Portfolio		Case study					
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
<p>The assessment is based on:</p> <p>Assessment of the strategic advisory report (70%).</p> <p>The report measures the quality of three components:</p> <ul style="list-style-type: none"> - customer research and advice: 50% - productivity and operations research and advice: 30% - sustainability improvements advice: 30% <p>The PowerPoint presentation and the style of presenting (30%)</p>							
10. Mandatory literature (at the time of submission of study programme proposal)							
<ul style="list-style-type: none"> • Carvalho,L.,Costa, T.,(2011) Tourism innovation – a literature review complemented by case study research, Book of proceedings – International conference on tourism & management studies, Vol.1, Algarve 							
11. Optional/additional literature (at the time of submission of the study programme proposal)							
<ul style="list-style-type: none"> • Michael. C.H., Williams, (2019) Tourism and innovation, Routledge, London 							
12. Number of assigned reading copies in relation to the number of students currently attending the course							
Title				Number of copies		Number of students	
<ul style="list-style-type: none"> • Carvalho,L.,Costa, T.,(2011) Tourism innovation – a literature review complemented by case study research, Book of proceedings – International conference on tourism & management studies, Vol.1, 				5		30	

¹⁰ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





Algarve		
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Faculty of Tourism and Hospitality Management and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

Semester 3 Girona

COURSE DESCRIPTION		
Course instructor	Esther Martínez, Ph.D., Associate Professor, University of Girona	
Name of the course	Destination Economic Management	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
Economic Management for Tourist Destinations. Taxes, fees and prices as modular tools of the tourism activity. Effective provision and financing of public tourism resources and attractions.		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
<ul style="list-style-type: none"> - Advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future. - a proactive, research-informed and reflective approach to destination management issues. - a comprehensive integration of theories in complex practical situations. - knowledge and understanding of stakeholders, organisations, and how their business functions and processes are managed. - critically assess aspects and implications of international tourism environments - integrate and synthesise evidence from a range of sources to support findings, proposed solutions and suggested interventions - successfully explore international and intercultural contexts of a destination and its actors, and apply this knowledge into strategies for tourism management. - conduct research into tourism issues, either individually or as part of a team; 		





- prepare and present academic and professional reports.
- develop and reinforce attitudes and skills for lifelong learning in changing and complex environments.

4. Course content

1. The public sector intervention in the economy: Market failures in tourism. Economic growth. Distributional and equity issues.
2. Taxes and other instruments for the public sector's economic management of destinations.
3. Case studies.

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> individual assignments
	<input checked="" type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input checked="" type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input checked="" type="checkbox"/> other Case study

6. Comments

-

7. Student responsibilities

Independent work and group work, attend classes

8. Monitoring of student work

Class attendance	1	Class participation	0,1	Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay	0,5	Research	
Project		Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study	0,3				

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Half of the final mark will be the result of student's work on case studies and exercises (25% each); the other half will be the result of an exam at the end of the course.

A minimum of 5 out of 10 points is necessary to pass the subject.

The subject follows the system of continuous assessment. In case the subject is not passed, there will be an option for a retake exam that will include all the content of the subject. If only the exam is failed, it can also be retaken.

10. Mandatory literature (at the time of submission of study programme proposal)





- Stiglitz, Joseph E (2000). *Economics of the public sector* (3rd ed.). New York [etc.]: W.W. Norton.
- Stiglitz, J. (2003). *The Economics of the public sector* (3). New York [etc.]: W.W. Norton.
- Dwyer, L et al (2006). *International handbook on the economics of tourism* (2006, 2011). Cheltenham [etc.]: Edward Elgar, 2006: Cheltenham [etc.]: Edward Elgar, 2006.
- Dwyer, Larry (cop. 2010). *Tourism economics and policy*. Bristol: Channel View.
- Vanhove, Norbert (2005). *The Economics of tourism destinations*. Oxford, [et al.]: Elsevier.
- Bull, Adrian (1994). *La Economía del sector turístico*. Madrid: Alianza.
- Reece, William S (cop. 2010). *The Economics of tourism*. Upper Saddle River: Prentice Hall.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Sinclair, M. Thea (1997). *The Economics of tourism*. London (etc.): Routledge.

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
<ul style="list-style-type: none"> • Stiglitz, Joseph E (2000). <i>Economics of the public sector</i> (3rd ed.). New York [etc.]: W.W. Norton. 	5	30
<ul style="list-style-type: none"> • Stiglitz, J. (2003). <i>The Economics of the public sector</i> (3). New York [etc.]: W.W. Norton. 	5	30
<ul style="list-style-type: none"> • Dwyer, L et al (2006). <i>International handbook on the economics of tourism</i> (2006, 2011). Cheltenham [etc.]: Edward Elgar, 2006: Cheltenham [etc.]: Edward Elgar, 2006. 	5	30
<ul style="list-style-type: none"> • Dwyer, Larry (cop. 2010). <i>Tourism economics and policy</i>. Bristol: Channel View. 	5	30
<ul style="list-style-type: none"> • Vanhove, Norbert (2005). <i>The Economics of tourism destinations</i>. Oxford, [et al.]: Elsevier. 	5	30
<ul style="list-style-type: none"> • Bull, Adrian (1994). <i>La Economía del sector turístico</i>. Madrid: Alianza. 	5	30
<ul style="list-style-type: none"> • Reece, William S (cop. 2010). <i>The Economics of tourism</i>. Upper Saddle River: Prentice Hall. 	5	30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of





Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION		
Course instructor	Jaume Guia, Ph.D., Associate Professor, University of Girona	
Name of the course	Sustainable Development in Tourism	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
Sustainability criteria applied to tourism planning. Design of sustainable tourism indicators. Development and monitoring of sustainable tourism projects and programs. Environmental management instruments for the tourism sector.		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
1. Advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future. 2. a proactive, research-informed and reflective approach to destination management issues. 3. a comprehensive integration of theories in complex practical situations. 4. knowledge and understanding of stakeholders, organisations, and how their business functions and processes are managed. 5. critically assess aspects and implications of international tourism environments 6. integrate and synthesise evidence from a range of sources to support findings, proposed solutions and suggested interventions 7. successfully explore international and intercultural contexts of a destination and its actors, and apply this knowledge into strategies for tourism management. 10. conduct research into tourism issues, either individually or as part of a team; 12. prepare and present academic and professional reports. 13. demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas. 14. develop and reinforce attitudes and skills for lifelong learning in changing and complex		





environments.							
15. deploy a range of interpersonal skills including effective listening, negotiating, persuasions and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments.							
16. manage their own motivation, tasks and ambitions in entrepreneurial, innovative and professionally appropriate ways							
4. Course content							
1. Sustainable development of tourism.							
2. Management policies for sustainable tourism.							
3. Policies for sustainable management of tourism in mature coastal areas.							
4. Policies for sustainable management of protected natural spaces.							
5. Policies for sustainable management of tourism in rural spaces.							
5. Manner of instruction		<input checked="" type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> distance learning <input type="checkbox"/> fieldwork			<input checked="" type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input checked="" type="checkbox"/> mentorship <input type="checkbox"/> other Case study		
6. Comments		-					
7. Student responsibilities							
Independent work and group work, attend classes							
8. Monitoring of student work¹¹							
Class attendance	1	Class participation	0,5	Seminar paper		Experimental work	
Written exam		Oral exam	0,5	Essay		Research	
Project		Continuous assessment		Report	1	Practical work	
Portfolio		Case study					
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
Description of activity				Activity Evaluation		%	
FORUM OF DISCUSSION: Through a selection of representative texts based on key themes in this subject, and from the knowledge acquired in the field trip, we will create a discussion forum supported by the platform "Moodle".				Through the active participation in the forum, we will assess the ability of analysis, the interpretation of texts, and knowledge acquired from the field trip. It takes at least four interventions in the debate.		15	

¹¹ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





ASSESSMENT'S ACTIVITY OF THE PROGRAMS OR IDENTIFICATION OF SUSTAINABILITY AND ITS PURPOSE, PRODUCT OR TOURIST COMPANY: The aim of the work is to evaluate the degree of suitability through sustainable development of different programs of good practices, systems of environmental management or eco-labels which are given to territorial scope or tourist companies. The project needs to be submitted in writing.	Evaluation of the ability to study and analysis of real cases, synthesis of information and writing	50
ORAL PRESENTATION OF THE PROJECT: It will be also presented in PowerPoint and it will be exposed and upheld orally.	Evaluation of the capacity and quality of the oral presentation and defence	30
ACTIVE PARTICIPATION IN ORAL PRESENTATION OF OTHERS PROJECTS: The aim of this activity is to improve the knowledge and analyses of study cases presented by other colleagues and to promote active and critical interest in oral presentations.	Assessment of the ability to participate actively and critically analysing the study cases presented in the oral presentation of the colleagues. Minimum 4 interventions	5

10. Mandatory literature (at the time of submission of study programme proposal)

- André, Marien Sabaté, Xavier (2007). *Turisme sostenible : experiències europees aplicables a Catalunya = Turismo sostenible : experiencias europeas aplicables a Cataluña = Tourisme durable : experiences européennes applicables en Catalogne = Sustainable tourism: european experiences and application of them in Catalonia* . Barcelona: Generalitat de Catalunya. Direcció General deTurisme.
- Antón Clavé, Salvador (2005). *Planificación territorial del turismo* . Barcelona: UOC.
- Anton Clavé, Salvador (2012). *10 Lessons on Tourism. The challenge of reinventing destinations.*. Planeta.
- Avila, Reyes (2002). *Turismo sostenible*. Madrid: Iepala Editorial.
- Bromberek, Zbigniew (2009). *Eco-resorts: planning and design for the tropics*. Architectural Press.
- Capellà, Josep Donaire, José Antonio Fraguell i Sansbelló, Rosa Maria (1998). *Turisme sostenible a la Mediterrània : guia per a la gestió local* . [Girona]: Brau.
- Fullana, Pere; Ayuso, Sílvia (2002). *Turismo sostenible*. Rubes.
- Hall, Colin Michael (2005). *Tourism, recreation, and climate change* . Buffalo: Channel View Publications.
- Higham, James (2007). *Critical issues in ecotourism: understanding a complex tourism phenomenon*. Butterworth-Heinemann.
- Hill, Jennifer; Gale, Tim (2009). *Ecotourism and Environmental Sustainability*. Hardback.
- *Indicadores de desarrollo sostenible para los destinos turísticos : guía práctica* (cop. 2005). Madrid: Organización Mundial del Turismo.
- Pérez de las Heras, Mónica (2004). *Manual del turismo sostenible : cómo conseguir un turismo social, económico y ambientalmente responsable* . Madrid [etc.]: Mundi-Prensa.
- Priestley, Gerda K. Llurdés Coit, Joan Carles Vancells Farraró, Albert (cop. 2007). *Estrategia y gestión del turismo en el municipio* . Bellaterra: Servei de Publicacions de la Universitat Autònoma de Barcelona.
- Reddy, Vijay & Wilkes, Keith (eds) (2012). *Tourism, climate change and sustainability*. Routledge.





- Rivas García, Jesús (2012). *Planificación y gestión sostenible del turismo* (3ª ed.). Oviedo: Septem.
- Travis, Anthony S. (2011). *Planning for tourism, leisure and sustainability: international case studies*. CABI.
- Valdés Peláez, Luis (DL 2003). *Experiencias públicas y privadas en el desarrollo de un modelo de turismo sostenible* . Oviedo: Fundación Universitaria de Oviedo.
- Wearing, Stephen (1999). *Ecotourism : impacts, potentials and possibilities* . Oxford (etc.): Butterworth-Heinemann.

11.Optional/additional literature (at the time of submission of the study programme proposal)

- Wearing, Stephen (DL 2000). *Ecoturismo : impacto, tendencias y posibilidades* . Madrid: Síntesis
- Wearing, Stephen (DL 2000). *Ecoturismo : impacto, tendencias y posibilidades* . Madrid: Síntesis.

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
<ul style="list-style-type: none"> • André, Marien Sabaté, Xavier (2007). <i>Turisme sostenible : experiències europees aplicables a Catalunya = Turismo sostenible : experiencias europeas aplicables a Cataluña = Tourisme durable : experiences européennes applicables en Catalogne = Sustainable tourism: european experiences and application of them in Catalonia</i> . Barcelona: Generalitat de Catalunya. Direcció General de Turisme. 	Available online	30
<ul style="list-style-type: none"> • Antón Clavé, Salvador (2005). <i>Planificación territorial del turismo</i> . Barcelona: UOC. 	Available online	30
<ul style="list-style-type: none"> • Anton Clavé, Salvador (2012). <i>10 Lessons on Tourism. The challenge of reinventing destinations..</i> Planeta. 	Available online	30
<ul style="list-style-type: none"> • Avila, Reyes (2002). <i>Turismo sostenible</i>. Madrid: Iepala Editorial. 	Available online	30
<ul style="list-style-type: none"> • Bromberek, Zbigniew (2009). <i>Eco-resorts: planning and design for the tropics</i>. Architectural Press 	Available online	30
<ul style="list-style-type: none"> • Capellà, Josep Donaire, José Antonio Fraguell i Sansbelló, Rosa Maria (1998). <i>Turisme sostenible a la Mediterrània : guia per a la gestió local</i> . [Girona]: Brau. 	Available online	30
<ul style="list-style-type: none"> • Fullana, Pere; Ayuso, Sílvia (2002). <i>Turismo sostenible</i>. Rubes. 	Available online	30
<ul style="list-style-type: none"> • Hall, Colin Michael (2005). <i>Tourism, recreation, and climate change</i> . Buffalo: Channel View Publications. 	Available online	30





<ul style="list-style-type: none"> Higham, James (2007). <i>Critical issues in ecotourism: understanding a complex tourism phenomenon</i>. Butterworth-Heinemann. 	Available online	30
<ul style="list-style-type: none"> Hill, Jennifer; Gale, Tim (2009). <i>Ecotourism and Environmental Sustainability</i>. Hardback. 	Available online	30
<ul style="list-style-type: none"> <i>Indicadores de desarrollo sostenible para los destinos turísticos : guía práctica</i> (cop. 2005). Madrid: Organización Mundial del Turismo. 	Available online	30
<ul style="list-style-type: none"> Pérez de las Heras, Mónica (2004). <i>Manual del turismo sostenible : cómo conseguir un turismo social, económico y ambientalmente responsable</i> . Madrid [etc.]: Mundi-Prensa. 	Available online	30
<ul style="list-style-type: none"> Priestley, Gerda K. Lluís Coit, Joan Carles Vancells Farraró, Albert (cop. 2007). <i>Estrategia y gestión del turismo en el municipio</i> . Bellaterra: Servei de Publicacions de la Universitat Autònoma de Barcelona. 	Available online	30
<ul style="list-style-type: none"> Reddy, Vijay & Wilkes, Keith (eds) (2012). <i>Tourism, climate change and sustainability</i>. Routledge. 	Available online	30
<ul style="list-style-type: none"> Rivas García, Jesús (2012). <i>Planificación y gestión sostenible del turismo</i> (3ª ed.). Oviedo: Septem. 	Available online	30
<ul style="list-style-type: none"> Valdés Peláez, Luis (DL 2003). <i>Experiencias públicas y privadas en el desarrollo de un modelo de turismo sostenible</i> . Oviedo: Fundación Universitaria de Oviedo. 	Available online	30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION		
Course instructor	Lluís Coromina, Ph.D., Associate Professor, University of Girona	
Name of the course	Quantitative Research Methods	
Study programme	Master in Sustainable Outdoor Hospitality Resort Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of	ECTS credits	3





instruction	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
Information sources. Information collection. Statistical techniques of analysis.		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
<ul style="list-style-type: none">- a comprehensive integration of theories in complex practical situations.- integrate and synthesise evidence from a range of sources to support findings, proposed solutions and suggested interventions- demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment.- conduct research into tourism issues, either individually or as part of a team.- prepare and present academic and professional reports.- demonstrate self-direction and originality in assessing and solving problems by formulating, implementing, and reviewing personal research agendas.		
4. Course content		
<p>1. Introduction to survey research methodology.</p> <p>2. Design stages and associated errors in Tourism research</p> <p>2.1. Target populations, sampling frames, and coverage error</p> <p>2.2. Nonresponse error in sample surveys and survey interviewing</p> <p>3. Data collection methods in Tourism studies</p> <p>4. Questionnaire design and evaluation of survey questions</p> <p>5. Data Analysis</p> <p>5.1. Sample design and sampling error</p> <p>5.2. Confidence intervals and hypothesis tests</p> <p>5.3. Quantitative analysis in Tourism studies</p>		
5. Manner of instruction	<div><input checked="" type="checkbox"/> lectures</div> <div><input type="checkbox"/> seminars and workshops</div> <div><input checked="" type="checkbox"/> exercises</div> <div><input type="checkbox"/> distance learning</div> <div><input type="checkbox"/> fieldwork</div>	<div><input checked="" type="checkbox"/> individual assignments</div> <div><input type="checkbox"/> multimedia and network</div> <div><input type="checkbox"/> laboratories</div> <div><input checked="" type="checkbox"/> mentorship</div> <div><input type="checkbox"/> other Case study</div>
6. Comments	-	
7. Student responsibilities		
Independent work and group work, attend classes		





8. Monitoring of student work

Class attendance	1	Class participation	0,4	Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay	0,5	Research	
Project		Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study					

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The final mark will be computed as:

- Quantitative data analysis in tourism: 30%
- Questionnaire design: 20%
- Evaluation activity: 30%
- Oral presentation: 10%
- Class participation: 10%

A final (weighted) grade of 5 or more points over 10 is required to pass the subject.

These weights are subject to the following requirements:

- The delivery of the activities is compulsory.
- The evaluation activity is compulsory.
- The minimum required grade for the Evaluation activity and deliveries is 4.

10. Mandatory literature (at the time of submission of study programme proposal)

- Baggio, Rodolfo (2017). *Quantitative methods in tourism* : (2nd edition). Blue Ridge Summit, PA, USA: Channel View Publications.
- Blasius, Jörg (2012). *Assessing the quality of survey data*. London [etc.]: SAGE, a <https://www.dawsonera.com/abstract/9781446258729>
- Brotherton, Bob (2015). *Researching hospitality and tourism* (2nd edition). Thousand Oaks, CA: SAGE Publications Ltd.
- Callegaro, Mario (2015). *Web survey methodology*. Los Angeles: SAGE.
- Couper, Mick P (2008). *Designing effective Web surveys*. New York: Cambridge University Press.
- Dillman, Don A (2009). *Internet, mail, and mixed-mode surveys* : (3rd ed.). Hoboken (N.J.): Wiley.
- Groves, Robert M (2009). *Survey methodology [Rekurs electrònic]* (2nd ed.). Hoboken, N.J.: Wiley, a <https://www.dawsonera.com/abstract/9781118627327>
- Groves, Robert M (2004). *Survey methodology*. Hoboken: Wiley-Interscience.
- Fowler, Floyd J. (2014). *Survey research methods* (5th ed). Los Angeles: SAGE.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Saris, Willem E (2007). *Design, evaluation, and analysis of questionnaires for survey research*. Hoboken, N.J.: Wiley-Interscience.

12. Number of assigned reading copies in relation to the number of students currently attending the course





<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<ul style="list-style-type: none"> Baggio, Rodolfo (2017). <i>Quantitative methods in tourism</i> : (2nd edition). Blue Ridge Summit, PA, USA: Channel View Publications. 	Available online	30
<ul style="list-style-type: none"> Blasius, Jörg (2012). <i>Assessing the quality of survey data</i>. London [etc.]: SAGE, a https://www.dawsonera.com/abstract/9781446258729 	Available online	30
<ul style="list-style-type: none"> Brotherton, Bob (2015). <i>Researching hospitality and tourism</i> (2nd edition). Thousand Oaks, CA: SAGE Publications Ltd. 	Available online	30
<ul style="list-style-type: none"> Callegaro, Mario (2015). <i>Web survey methodology</i>. Los Angeles: SAGE. 	Available online	30
<ul style="list-style-type: none"> Couper, Mick P (2008). <i>Designing effective Web surveys</i>. New York: Cambridge University Press. 	Available online	30
<ul style="list-style-type: none"> Dillman, Don A (2009). <i>Internet, mail, and mixed-mode surveys</i> : (3rd ed.). Hoboken (N.J.): Wiley. 	Available online	30
<ul style="list-style-type: none"> Groves, Robert M (2009). <i>Survey methodology [Rekurs electrònic]</i> (2nd ed.). Hoboken, N.J.: Wiley, a https://www.dawsonera.com/abstract/9781118627327 	Available online	30
<ul style="list-style-type: none"> Groves, Robert M (2004). <i>Survey methodology</i>. Hoboken: Wiley-Interscience. 	Available online	30
<ul style="list-style-type: none"> Fowler, Floyd J. (2014). <i>Survey research methods</i> (5th ed). Los Angeles: SAGE. 	Available online	30
<ul style="list-style-type: none"> Saris, Willem E (2007). <i>Design, evaluation, and analysis of questionnaires for survey research</i>. Hoboken, N.J.: Wiley-Interscience. 	Available online	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION	
Course instructor	Raquel Camprubí, Ph.D., Associate Professor, University of Girona





Name of the course	Tourism Science and Research	
Study programme	Master in Sustainable Outdoor Hospitality Resort Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
The aim of this is course is to provide an overview of research on tourism, focusing on various disciplines related to tourism paying special attention to the main authors' contributions to the study of tourism. Additionally, conceptual and methodological tools are provided in order to develop research projects in tourism. It is also proposed a first approach to the master thesis.		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
<ul style="list-style-type: none"> - a comprehensive integration of theories in complex practical situations. - integrate and synthesize evidence from a range of sources to support findings, proposed solutions and suggested interventions - conduct research into tourism issues, either individually or as part of a team; - prepare and present academic and professional reports. - demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas. - desply a range of interpersonal skills including effective listening, negotiating, persuasions and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments. 		
4. Course content		
The aim of this is course is to provide an overview of research on tourism, focusing on various disciplines related to tourism paying special attention to the main authors' contributions to the study of tourism. Additionally, conceptual and methodological tools are provided in order to develop research projects in tourism. It is also proposed a first approach to the master thesis.		
1. Perspectives of research in tourism		
2. Research and the study of tourism: Research methods		
5. Manner of instruction	<input checked="" type="checkbox"/> lectures <input checked="" type="checkbox"/> seminars and workshops <input type="checkbox"/> exercises	<input type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories





		<input type="checkbox"/> distance learning		<input checked="" type="checkbox"/> mentorship	
		<input type="checkbox"/> fieldwork		<input checked="" type="checkbox"/> other Case study	
6. Comments		-			
7. Student responsibilities					
Independent work and group work, attend classes					
8. Monitoring of student work ¹²					
Class attendance	1	Class participation		Seminar paper	0,9
Written exam	0,5	Oral exam		Essay	
Project		Continuous assessment	0,6	Report	
Portfolio		Case study			
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)					
Individual critical reflexion (30%) / Research proposal (70%)					
10. Mandatory literature (at the time of submission of study programme proposal)					
<ul style="list-style-type: none"> • Hoerner, Jean-Michel (2004). <i>La Science du tourisme : précis franco-anglais de tourismologie = The science of tourism : an Anglo-French precis on tourismology</i> . Paris: Balzac. • Schlüter, Regina G. <i>Investigación en turismo y hotelería</i> . Buenos Aires, cCIET, c2000: • Phillimore, Jenny Goodson, Lisa (2004). <i>Qualitative research in tourism : ontologies, epistemologies and methodologies</i> . London [etc.]: Routledge. • Hoerner, Jean-Michel (2002). <i>Traité de tourismologie : pour une nouvelle science touristique</i> . Perpignan: Presses universitaires de Perpignan. • <i>Annals of tourism research : a social sciences journal</i> (1973-). Menomonie: Pergamon. • Jafari, J. (2005). El turismo como disciplina científica. <i>Política y sociedad</i>, 42(1), 39-56. • Anton Clavé, S. (2009). "El consum d'experiències i d'emocions. Perspectives per a la innovació en turis. <i>Paradigmes</i>, 3(), 93-100 • Bonet, Ll. (2003). "Turismo cultural: una reflexió desde la ciencia económica". <i>Análisis Sectoriales: Estudio comparativo sobre "Turismo y Cultura"</i>, • Bonet, Ll. (2005). "Mercat cultural i indústria turística. Paradoxes i reptes del turisme cultural". <i>DCidob. Turisme i sostenibilitat cultural</i>, 93(), 14-17 • Frey, B. (2005). "Política econòmica del turisme cultural: alguns aspectes". <i>Nexus "Noves polítiques per al turisme cultural: reptes, ruptures, respostes"</i>, (35), 142-147 • Popper, Karl R. q(Karl Raimund) (1985). <i>La lògica de la investigació científica</i> . Barcelona: Laia. • Mancinelli, F. (2008). La etnografía-guía. Técnicas y metodología de investigación. <i>(Con)textos. Revista d'antropologia i investigació social</i>, 2(), 103-110. • Osorio, M. (2005). Hacia la construcción del objeto de estudio en turismo. <i>Pasos. Revista de Turismo Cultural y Patrimonio</i>, 3(1), 41-61. • Barretto, M. (2000). Em pro de las ciencias sociales aplicadas al turismo. Dins Serrano, C. et al. 					

¹² IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





(Ed.), <i>Olhares contemporaneos sobre o turismo</i> (, p. 17-36). Papyrus.		
11. Optional/additional literature (at the time of submission of the study programme proposal)		
<ul style="list-style-type: none"> Barretto, M. (2000). Em pro de las ciencias sociales aplicadas al turismo. Dins Serrano, C. et al. (Ed.), <i>Olhares contemporaneos sobre o turismo</i> (, p. 17-36). Papyrus. 		
12. Number of assigned reading copies in relation to the number of students currently attending the course		
Title	Number of copies	Number of students
<ul style="list-style-type: none"> Hoerner, Jean-Michel (2004). <i>La Science du tourisme : précis franco-anglais de tourismologie = The science of tourism : an Anglo-French precis on tourismology</i> . Paris: Balzac. 	Available online	30
<ul style="list-style-type: none"> Schlüter, Regina G. <i>Investigación en turismo y hotelería</i> . Buenos Aires, cCIET, c2000: 	Available online	30
<ul style="list-style-type: none"> Phillimore, Jenny Goodson, Lisa (2004). <i>Qualitative research in tourism : ontologies, epistemologies and methodologies</i> . London [etc.]: Routledge. 	Available online	30
<ul style="list-style-type: none"> Hoerner, Jean-Michel (2002). <i>Traité de tourismologie : pour une nouvelle science touristique</i> . Perpignan: Presses universitaires de Perpignan. 	Available online	30
<ul style="list-style-type: none"> <i>Annals of tourism research : a social sciences journal</i> (1973-). Menomonie: Pergamon. 	Available online	30
<ul style="list-style-type: none"> Jafari, J. (2005). El turismo como disciplina científica. <i>Política y sociedad</i>, 42(1), 39-56. 	Available online	30
<ul style="list-style-type: none"> Anton Clavé, S. (2009). "El consum d'experiències i d'emocions. Perspectives per a la innovació en turis. <i>Paradigmes</i>, 3(), 93-100 	Available online	30
<ul style="list-style-type: none"> Bonet, Ll. (2003). "Turismo cultural: una reflexió desde la ciencia económica". <i>Análisis Sectoriales: Estudio comparativo sobre "Turismo y Cultura"</i>, 	Available online	30
<ul style="list-style-type: none"> Bonet, Ll. (2005). "Mercat cultural i indústria turística. Paradoxes i reptes del turisme cultural". <i>DCidob. Turisme i sostenibilitat cultural</i>, 93(), 14-17 	Available online	30
<ul style="list-style-type: none"> Frey, B. (2005). "Política econòmica del turisme cultural: alguns aspectes". <i>Nexus "Noves polítiques per al turisme cultural: reptes, ruptures, respostes"</i>, (35), 142-147 	Available online	30
<ul style="list-style-type: none"> Popper, Karl R. q(Karl Raimund) (1985). <i>La Lògica de la investigació científica</i> . Barcelona: Laia. 	Available online	30
<ul style="list-style-type: none"> Mancinelli, F. (2008). La etnografía-guía. Técnicas y metodología de investigación. (Con)textos. <i>Revista d'antropologia i investigació social</i>, 2(), 103-110. 	Available online	30
<ul style="list-style-type: none"> Osorio, M. (2005). Hacia la construcción del objeto de estudio en turismo. <i>Pasos. Revista de Turismo Cultural y Patrimonio</i>, 3(1), 41-61. 	Available online	30





13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION		
Course instructor	Dani Blasco, Ph.D., Associate Professor, University of Girona	
Name of the course	Management Skills	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
<p>The objective of the subject is to provide students with the knowledge and the tools to undertake direction and management actions, in the framework of human resources. It starts with the idea of a company/destination as an organisation, and then the basic elements of the human resources management are analysed. Afterwards, the relationship between the company and people is analysed. The management skills can be classified into two groups or categories: the individual dimension of the management skills; and the collective dimension of the management skills.</p>		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
<ul style="list-style-type: none"> - Knowledge and understanding of stakeholders, organisations, and how their business functions and processes are managed. - successfully explore international and intercultural contexts of a destination and its actors, and apply this knowledge into strategies for tourism management. - respond to strategic issues by making decisions in complex and unpredictable situations. - conduct research into tourism issues, either individually or as part of a team; - use appropriate skills to communicate effectively in academic and professional situations; - demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas. - deploy a range of interpersonal skills including effective listening, negotiating, persuasions and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments. 		





- manage their own motivation, tasks and ambitions in entrepreneurial, innovative and professionally appropriate ways

4. Course content

1. Introduction to Human Resources in Tourism

2. Individual dimension of management skills: motivation, commitment, engagement and leadership

3. Collective dimension of management skills: empowerment, teamwork, conflict management and diversity management

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> individual assignments
	<input checked="" type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input checked="" type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input checked="" type="checkbox"/> other Case study

6. Comments

-

7. Student responsibilities

Independent work and group work, attend classes

8. Monitoring of student work

Class attendance	1	Class participation	0,3	Seminar paper		Experimental work	
Written exam		Oral exam	0,5	Essay		Research	
Project	0,3	Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study	0,3				

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Description of activity	Activity Evaluation	%
Participative exercises	Exercises made inside and outside the class, with class colleagues	10
Case studies	Ability to analyze and synthesize a practical case, with all the knowledge acquired during the course	30
Project in teams	Application of the knowledge of the course in a case study	50
Presentations in groups	Ability to present the course project	10

10. Mandatory literature (at the time of submission of study programme proposal)

- Acosta, Alberto Jorge (cop. 2002). *Recursos humanos en empresas de turismo y hostelería* . Madrid [etc.]: Prentice Hall.
- Baum, Tom (1995). *Managing human resources : in the European tourism and the hospitality*





industry : a strategic approach . London (etc.): Chapman & Hall.

- Davies, Brent (2010). *Developing successful leadership*. Dordrecht: Springer Netherlands :Imprint: Springer. Recuperat 15-01-2016, a <http://dx.doi.org/10.1007/978-90-481-9106-2>
- Goleman, Daniel (1996). *Inteligencia emocional* . Barcelona: Kairós.
- *Human resources in tourism : towards a new paradigm = Recursos humanos en turismo : un nuevo paradigma* (cop. 2002). Madrid: Organización Mundial del Turismo.
- Lee-Ross, Darren (cop. 2010). *Human resources and tourism : skills, culture and industry* . Buffalo: Channel View Publications.
- Martín Rojo, Inmaculada (cop. 2004). *Dirección y gestión de empresas del sector turístico* (4ª ed.). Madrid: Pirámide.
- Mullins, Laurie J (1992). *Hospitality management : a human resources approach* . London: Pitman.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Whetten, David A (2000). *Developing management skills for Europe* (2nd ed.). [Harlow]: Pearson Education.

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
<ul style="list-style-type: none"> • Acosta, Alberto Jorge (cop. 2002). <i>Recursos humanos en empresas de turismo y hostelería</i> . Madrid [etc.]: Prentice Hall. 	Available online	30
<ul style="list-style-type: none"> • Baum, Tom (1995). <i>Managing human resources : in the European tourism and the hospitality industry : a strategic approach</i> . London (etc.): Chapman & Hall. 	Available online	30
<ul style="list-style-type: none"> • Davies, Brent (2010). <i>Developing successful leadership</i>. Dordrecht: Springer Netherlands :Imprint: Springer. Recuperat 15-01-2016, a http://dx.doi.org/10.1007/978-90-481-9106-2 	Available online	30
<ul style="list-style-type: none"> • Goleman, Daniel (1996). <i>Inteligencia emocional</i> . Barcelona: Kairós. 	Available online	30
<ul style="list-style-type: none"> • <i>Human resources in tourism : towards a new paradigm = Recursos humanos en turismo : un nuevo paradigma</i> (cop. 2002). Madrid: Organización Mundial del Turismo. 	Available online	30
<ul style="list-style-type: none"> • Lee-Ross, Darren (cop. 2010). <i>Human resources and tourism : skills, culture and industry</i> . Buffalo: Channel View Publications. 	Available online	30
<ul style="list-style-type: none"> • Martín Rojo, Inmaculada (cop. 2004). <i>Dirección y gestión de empresas del sector turístico</i> (4ª ed.). Madrid: Pirámide. 	Available online	30





<ul style="list-style-type: none"> Mullins, Laurie J (1992). <i>Hospitality management : a human resources approach</i> . London: Pitman. 	Available online	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION		
Course instructor	Yordi Comas, Ph.D., Assistant Professor, University of Girona, Sandra Janković, Ph.D., Full Professor with tenure, Faculty of Tourism and Hospitality Management	
Name of the course	Revenue and Yield Management	
Study programme	Master in Sustainable Outdoor Hospitality Resort Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
Knowledge on segmentation, dynamic pricing, and channel management for the lodging industry, understanding a practical approach to Revenue and Yield Management systems, both from the point of view of business models and technological schemes.		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
<ol style="list-style-type: none"> Advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future. respond to strategic issues by making decisions in complex and unpredictable situations. demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment; prepare and present academic and professional reports. demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas. 		
4. Course content		





1. Fundamentals of Revenue & Yield management							
2. Techniques and conditioning factors of Revenue and Yield management							
3. Technological tools for Revenue and Yield management							
5. Manner of instruction	<input checked="" type="checkbox"/> lectures			<input checked="" type="checkbox"/> individual assignments			
	<input type="checkbox"/> seminars and workshops			<input type="checkbox"/> multimedia and network			
	<input checked="" type="checkbox"/> exercises			<input type="checkbox"/> laboratories			
	<input type="checkbox"/> distance learning			<input checked="" type="checkbox"/> mentorship			
	<input type="checkbox"/> fieldwork			<input checked="" type="checkbox"/> other Case study			
6. Comments							
7. Student responsibilities							
Independent work and group work, attend classes							
8. Monitoring of student work							
Class attendance	1	Class participation		Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay		Research	
Project	0,9	Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study					
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
Group Project							
Written document (80%) and oral presentation (20%) 40%							
Exam Theoretical and practical exam. 60%							
10. Mandatory literature (at the time of submission of study programme proposal)							
<ul style="list-style-type: none"> • Forgacs, Gador (2010). <i>Revenue Management</i>. American Hotel & Lodging Educational Institut. • Hayes, David K. (2010). <i>Revenue management for the hospitality industry</i>. Hoboken: John Wiley & Sons. • International Hotel Association. (1992). <i>Yield / revenue management</i>. [Paris]: International Hotel Association. 							
11. 1Optional/additional literature (at the time of submission of the study programme proposal)							
<ul style="list-style-type: none"> • Yeoman, Ian. McMahon-Beattie, Una. (2004). <i>Revenue management and pricing</i>. London: Thomson Learning. 							
12. Number of assigned reading copies in relation to the number of students currently attending the course							





<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<ul style="list-style-type: none"> Forgacs, Gador (2010). <i>Revenue Management</i>. American Hotel & Lodging Educational Institut. 	5	30
<ul style="list-style-type: none"> Hayes, David K. (2010). <i>Revenue management for the hospitality industry</i>. Hoboken: John Wiley & Sons. 	8	30
<ul style="list-style-type: none"> International Hotel Association. (1992). <i>Yield / revenue management</i>. [Paris]: International Hotel Association. 	10	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION		
Course instructor	Joaquim Majó, Ph.D., Associate Professor, University of Girona	
Name of the course	Experience Design	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsary	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
If we consider experience theory and experience design, it may be framed under the value creation in society. Experience design focuses on more than traditional product creation and itinerary planning models. Value creation is based on participation by the tourist and how the emotional dimension can have an influence in the process, too. This subject is based on the creation of these experiences, how tourists co-create and share them, how technology can be used to design these experiences, etc. Basic concepts and models about experience economy will be addressed to understand the creation of experiences.		
2. Course enrolment requirements		
None.		





3. Expected learning outcomes							
<ul style="list-style-type: none"> - Plan the temporary deployment and execution of research and professional projects - Identify the legal, ecological, economic, political and social implications of tourism proposals and actions - Distinguish and identify the various problems in the management of products and destinations. 							
4. Course content							
1. Definition and analysis of the experience 2. Innovation in tourist destinations 3. Environment analysis 4. Design of tourist experiences 5. Implementation of tourist experiences. 6. Examples of best experience practices							
5. Manner of instruction		<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> distance learning <input type="checkbox"/> fieldwork			<input checked="" type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input type="checkbox"/> mentorship <input checked="" type="checkbox"/> other Case study		
6. Comments		-					
7. Student responsibilities							
Independent work and group work, attend classes							
8. Monitoring of student work							
Class attendance	1	Class participation	0,2	Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay	0,5	Research	
Project	0,2	Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study					
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
<p>The evaluation of students will be based on work carried out throughout the course and the final project proposal in order to validate the theoretical - practical contents achieved during the year.</p> <p>The final group assignment will count 60% of the grade. And the individual activities or case studies will account for a 40%.</p>							
10. Mandatory literature (at the time of submission of study programme proposal)							





- Aho, S. K. (2001). Towards a general theory of touristic experiences: Modelling experience process in tourism. *Tourism Review*, 56 (3/4), 33-37.
- Loeffler B. y Church, B. (2015). The experience: The 5 principles of Disney service and relationship excellence. Wiley Ed.
- Mootee, Idris (2014) Design Thinking para la innovación estratégica Barcelona España Empresa Activa. Ediciones Urano
- Tourism in South Australia. (2009). Your guide to developing tourism products & experiences.
- Tung, V. W. S. y Ritchie, J. R. B. (2011). Exploring the essence of memorable tourism experiences. *Annals of Tourism Research*, 38(4), 1367-1386.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Tussyadiah, I. P. (2014). Toward a theoretical foundation for experience design in tourism. *Journal of Travel Research*, 53(5), 543-564.

12. Number of assigned reading copies in relation to the number of students currently attending the course

<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
• Aho, S. K. (2001). Towards a general theory of touristic experiences: Modelling experience process in tourism. <i>Tourism Review</i> , 56 (3/4), 33-37.	<i>Available online</i>	30
• Loeffler B. y Church, B. (2015). The experience: The 5 principles of Disney service and relationship excellence. Wiley Ed.	<i>Available online</i>	30
• Mootee, Idris (2014) Design Thinking para la innovación estratégica Barcelona España Empresa Activa. Ediciones Urano	<i>Available online</i>	30
• Tourism in South Australia. (2009). Your guide to developing tourism products & experiences.	<i>Available online</i>	30
• Tung, V. W. S. y Ritchie, J. R. B. (2011). Exploring the essence of memorable tourism experiences. <i>Annals of Tourism Research</i> , 38(4), 1367-1386.	<i>Available online</i>	30
• Loeffler B. y Church, B. (2015). The experience: The 5 principles of Disney service and relationship excellence. Wiley Ed.	<i>Available online</i>	30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.





COURSE DESCRIPTION		
Course instructor	Lluís Prats, Ph.D., Associate Professors, University of Girona	
Name of the course	Strategic Management	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
The main objective of the subject is to understand the basic competences to have a responsibility position in a hospitality company or institution and innovate when facing challenges in a globalised, complex and changing environment. This subject includes topics, such as: the aim and importance of strategic management, business-level strategies, the main elements of corporate strategy, etc. A holistic approach is adopted to understand the strategy content, contexts and processes.		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
<ul style="list-style-type: none"> - Prepare documents and be able to communicate them orally or in writing in English and using the latest technologies available. - Adapt the use and selection of information and communication technology innovations to the field of work and research objectives. - Use the necessary and specific tools to analyze the tourist reality and its context. 		
4. Course content		
<ol style="list-style-type: none"> 1. Importance and relevance of strategic management 2. H&T context and evaluate characteristics and types of H&T organizations. 3. Influence of an organization's internal environment on strategy formation and implementation. 4. Business-level strategies that are critical for a firm's success in its product-service market domains. 5. Corporate strategy and its main elements in H&T organizations. It discusses how different corporate 		





strategies could add value internationally.							
5. Manner of instruction		<input checked="" type="checkbox"/> lectures			<input checked="" type="checkbox"/> individual assignments		
		<input type="checkbox"/> seminars and workshops			<input type="checkbox"/> multimedia and network		
		<input checked="" type="checkbox"/> exercises			<input type="checkbox"/> laboratories		
		<input type="checkbox"/> distance learning			<input type="checkbox"/> mentorship		
		<input type="checkbox"/> fieldwork			<input checked="" type="checkbox"/> other Case study		
6. Comments		-					
7. Student responsibilities							
Independent work and group work, attend classes							
8. Monitoring of student work							
Class attendance	1	Class participation		Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay	0,5	Research	
Project		Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study	0,4				
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
<p>The assessment of the student will be based on the following criteria:</p> <p>1.- Presentations of different assignments and papers related with the foreseen topics: 35% of the grade</p> <p>2 In class or virtual presentation of the project / final work: 30% of the grade</p> <p>3.- Final Project paper / Group work: 35% of the grade.</p>							
10. Mandatory literature (at the time of submission of study programme proposal)							
<ul style="list-style-type: none"> Juan Ramon Mestres Soler (2003). (2003). <i>Técnicas de gestion y dirección hotelera</i> . Gestin 2000 SA. Catàleg. Gestin 2000 SA. . Jesus Felipe Gallego (2011). <i>Gestión de Hoteles 1era</i>. Parafino. Lluís Mesalles Canals (2010). <i>Hotel Control</i>. Laertes. Kasavana & Brooks (1998). <i>Managing front office Operations</i>. Educational Institute American Hotel & Motel Association. . 							
11. Optional/additional literature (at the time of submission of the study programme proposal)							
<ul style="list-style-type: none"> DAVID K. H. AYES & ALLISHA A. MILLER. (2011). <i>Revenue Management for the Hospitality Industry</i>. John Wiley & Sons, Inc.. 							





12. Number of assigned reading copies in relation to the number of students currently attending the course		
Title	Number of copies	Number of students
• Juan Ramon Mestres Soler (2003). (2003). <i>Técnicas de gestión y dirección hotelera</i> . Gestin 2000 SA. Catàleg. Gestin 2000 SA. .	Available online	30
• Jesus Felipe Gallego (2011). <i>Gestión de Hoteles 1era</i> . Parafino.	Available online	30
• Lluís Mesalles Canals (2010). <i>Hotel Control</i> . Laertes.	Available online	30
• Kasavana & Brooks (1998). <i>Managing front office Operations</i> . Educational Institute American Hotel & Motel Association. .	Available online	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		

COURSE DESCRIPTION		
Course instructor	Silvia Aulet, Ph.D., Assistant Professor, University of Girona	
Name of the course	Food and Beverage Management in Outdoor Hospitality Resorts	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 2., 3 rd Semester	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
The skills to appreciate food and beverages from the management point of view, in order to understand the essential aspects of the food and the beverages, as well as its economic costs and benefit from the sales of these items. The essential topics about restaurants and businesses.		
2. Course enrolment requirements		
None		





3. Expected learning outcomes							
<ul style="list-style-type: none"> - respond to strategic issues by making decisions in complex and unpredictable situations. - Demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment. - use appropriate skills to communicate effectively in academic and professional situations. - prepare and present academic and professional reports. - demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas. - manage their own motivation, tasks and ambitions in entrepreneurial, innovative and professionally appropriate ways 							
4. Course content							
<p>Introduction to Food & Beverage Management Operations</p> <p>Restaurant Sector</p> <p>The Menu: Food & Beverage</p> <p>Purchasing and warehouse</p> <p>Food & Beverage Control</p> <p>Operational areas, staff, shifts and calendars</p> <p>Quality Management in Food & Beverage Operations</p>							
5. Manner of instruction		<input checked="" type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> distance learning <input type="checkbox"/> fieldwork			<input type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input checked="" type="checkbox"/> mentorship <input type="checkbox"/> other Case study		
6. Comments		-					
7. Student responsibilities							
Independent work and group work, attend classes							
8. Monitoring of student work							
Class attendance	1	Class participation		Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay		Research	
Project		Continuous assessment	0,6	Report	0,6	Practical work	
Portfolio		Case study	0,3				
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							





Description of the activity	Activity Assessment	%	Retaking option
Activities	Small financial plan	40	Yes
2 Case Studies	Group case studies (15%+15%)	30	No
Exam	Theoretical and practical exam with 30 multiple-choice with 4 options with a score of 1 point each and discounting each mistake - 0,25 points. The grade is the result divided by 3.	30	Yes

10. Mandatory literature (at the time of submission of study programme proposal)

- Ninemeier, Jack D.. (1990). *Management of food and beverage operations* (2nd ed.). East Lansing: Educational Institute of the American Hotel and Motel Association.
- Ojugo, Clement. (2001). *Control de costes en restauración*. Madrid: Paraninfo.
- Cerra, Javier. (1990). *Gestión de producción de alojamientos y restauración* /. Madrid: Síntesis.
- Miller, Jack E... (2002). *Food and beverage cost control* (). New York: John Wiley & Sons, Inc.
- Davis B y otros (2008). *Food and Beverage Management*(cuarta). Amsterdam: Elsevier.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- El bulli foundation (2018). *Food and Beverage*. Barcelona: Gradel.
- El bulli foundation (2016). *Mise en place*. Barcelona: Gradel

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
• Ninemeier, Jack D.. (1990). <i>Management of food and beverage operations</i> (2nd ed.). East Lansing: Educational Institute of the American Hotel and Motel Association.	5	30
• Ojugo, Clement. (2001). <i>Control de costes en restauración</i> . Madrid: Paraninfo.	7	30
• Cerra, Javier. (1990). <i>Gestión de producción de alojamientos y restauración</i> /. Madrid: Síntesis.	5	30
• Miller, Jack E... (2002). <i>Food and beverage cost control</i> (). New York: John Wiley & Sons, Inc.	8	30
• Davis B y otros (2008). <i>Food and Beverage Management</i> (cuarta). Amsterdam: Elsevier.	8	30

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of





Sustainable Outdoor Hospitality Management.

COURSE DESCRIPTION		
Course instructor	Yordi Comas, Ph.D., Associate Professor, University of Girona	
Name of the course	Financial Management for Tourism Products	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 2, Semester 3	
ECTS credits and manner of instruction	ECTS credits	3
	Number of class hours (L+E+S)	30 (15+0+15)
1. Course objectives		
To understand official accounting data that businesses publish. To understand financial and economic management techniques in order to exploit private and public organizations. To understand economic, wealth and financial indicators in an organization. To understand diagnostic methods about the economic, wealth and financial situation of tourism organizations. To understand the database SABI (Sistema de Análisis de Balances Ibérico). To know how to use data collection and analysis systems. To be aware of the importance of financial and economic management to evaluate profitability and survival possibilities of a company. To know how to identify improvement policies for economic and financial management of a company. To understand the evolution of the economic results obtained by an organization and know how to evaluate their causes.		
2. Course enrolment requirements		
None.		
3. Expected learning outcomes		
<ul style="list-style-type: none"> - Advanced knowledge and understanding of the tourism phenomenon, and the political, social, economical and technological contexts that influence tourism and its future. - integrate and synthesise evidence from a range of sources to support findings, proposed solutions and suggested interventions - respond to strategic issues by making decisions in complex and unpredictable situations. - conduct research into tourism issues, either individually or as part of a team; - prepare and present academic and professional reports. - demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas. 		





4. Course content							
1. Introduction 1.1. Topic 1: Introduction to the balance sheet analysis 1.2. Topic 2: Financial statements and annual accounts 2. Interim Financial Statement Analysis 2.1. Topic 3: Interim Financial Statement Analysis (Introduction) 2.2. Topic 4: Interim Financial Statement Analysis (Ratios) 2.3. Topic 5: Profit and Loss Account Analysis 2.4. Topic 6: Profitability, self-funding and growth 2.5. Topic 7: Working Capital Analysis. Statement of Source and Application of Funds 3. Information sources for the interim financial statement analysis. 3.1. Topic 8: Business Annual Accounts Structure 3.2. Topic 9: SABI database (Iberian Balance Sheet Analysis System) 3.3. Topic 10: Comparative analysis of an organization with its competitors							
5. Manner of instruction		<input checked="" type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> distance learning <input type="checkbox"/> fieldwork			<input type="checkbox"/> individual assignments <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input checked="" type="checkbox"/> mentorship <input checked="" type="checkbox"/> other Case study		
6. Comments		-					
7. Student responsibilities							
Independent work and group work, attend classes							
8. Monitoring of student work							
Class attendance	1	Class participation	0,5	Seminar paper		Experimental work	
Written exam	0,5	Oral exam		Essay	0,4	Research	
Project		Continuous assessment	0,6	Report		Practical work	
Portfolio		Case study					
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
The core competencies will be assessed following the next criteria: Case study: work done individually. This part of the subject will take the 30% of the final mark. The student should enter to SABI database and be able to determine the profitability of the chosen business and make a complete analysis of its Interim Financial Statement. The objective is to make a complete report about the economic, financial and patrimonial situation of a tourist organization in order to offer a certain diagnosis about its situation.							





The next step will be the comparison in between the studied organization and the arithmetic mean of its competitors in the same sector.

Final test: The test will take the rest of the 70% of the final mark. The student should enter to SABI database and, following the learned criteria, execute the operations to make a complete diagnosis of an organization and write down the conclusions about its economic, financial and patrimonial situation.

The final grade of the subject will be formed by the weighted average of the two previous ones.

10. Mandatory literature (at the time of submission of study programme proposal)

- Amat Salas, Oriol (cop. 2002). *Análisis de estados financieros : fundamentos y aplicaciones* (7a ed). Barcelona: Gestión 2000.
- Pérez-Carballo y Veiga, Ángel (cop. 1997). *Principios de gestión financiera de la empresa* (3ª ed. rev. y ampliada). Madrid: Alianza.
- Amat Salas, Oriol (1993). *Contabilidad y finanzas de hoteles* (2a ed.). Barcelona: Eada Gestión.
- Urías Valiente, Jesús (1991). *Análisis de estados financieros* . Madrid [etc.]: McGraw-Hill.
- Antich Corgos, Jorge (1992). *Gestión financiera : edición para técnicos en empresas turísticas* . Madrid: Síntesis.

11. Optional/additional literature (at the time of submission of the study programme proposal)

- Ferris, Kenneth R (cop. 1992). *How to understand financial statements : a nontechnical guide for financial analysts, managers, and executives* . Englewood Cliffs (N.J.): Prentice-Hall.

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
• Amat Salas, Oriol (cop. 2002). <i>Análisis de estados financieros : fundamentos y aplicaciones</i> (7a ed). Barcelona: Gestión 2000.	Available online	30
• Pérez-Carballo y Veiga, Ángel (cop. 1997). <i>Principios de gestión financiera de la empresa</i> (3ª ed. rev. y ampliada). Madrid: Alianza.	Available online	30
• Amat Salas, Oriol (1993). <i>Contabilidad y finanzas de hoteles</i> (2a ed.). Barcelona: Eada Gestión.	Available online	30
• Urías Valiente, Jesús (1991). <i>Análisis de estados financieros</i> . Madrid [etc.]: McGraw-Hill.	Available online	30
• Antich Corgos, Jorge (1992). <i>Gestión financiera : edición para técnicos en empresas turísticas</i> . Madrid: Síntesis.	Available online	30
• Pérez-Carballo y Veiga, Ángel (cop. 1997). <i>Principios de gestión</i>	Available online	30





financiera de la empresa (3ª ed. rev. y ampliada). Madrid: Alianza.

13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.





Semester 4 Worldwide

COURSE DESCRIPTION		
Course instructor	Josipa Cvelić Bonifačić, Ph.D., Assistant Professor, Marinela Krstinić Nižić, Ph.D., Full Professor, Ana Marija Vrtodušić, Ph.D., Associate Professor, Faculty of Tourism and Hospitality Management	
Name of the course	Transformation Project :Traineeship	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Obligatory	
Year of study	Year 2, Semester 4	
ECTS credits and manner of instruction	ECTS credits	18
	Number of class hours (L+E+S)	(0+540 +0)
1. Course objectives		
<p>The objectives of the Transformation project and Traineeship as well as Destination Transformation Project is to put the knowledge and skills learned in the previous semesters into research, consultancy and strategic management practice. The main goal of this second phase research is that students learn:</p> <ul style="list-style-type: none"> • To develop professional management skills in a working environment • To analyse Camping Resort developments from different stakeholder's perspectives; • To interpret a research assignment, reflect upon outcomes and opinions based on a variety of (often incomplete) sets of information and design an appropriate research objective, research question and research methodology • To undertake research tasks and document the results • To report on findings, conclusions and recommendations • To present strategic advice to stakeholders of outdoor hospitality, considering future changes that might influence the company and its market environment. <p>Conducting such research involves a careful and open approach at the start, a flexible and problem-solving attitude during the research and a reflexive and sensitive attitude while processing and interpreting research results.</p> <p>In fact, students will be, apart from researchers, working as a trainee in a camping resort, to really understand the dynamics of the company and its environment and interact on a professional level with company stakeholders, both local and global. Analysing data and drawing conclusions in international research demands a reflective approach. Students will operate as a team of "trainee-consultants" throughout the whole period.</p>		
2. Course enrolment requirements		
Students should have passed the full three semesters of the master programme		





3. Expected learning outcomes

A. Subject knowledge and understanding

- advanced knowledge and understanding of the tourism phenomenon, and the political, social, economical and technological contexts that influence tourism and its future;
- a proactive, research-informed and reflective approach to destination management issues.
- a comprehensive integration of theories in complex practical situations.
- knowledge and understanding of stakeholders, organizations, and how their business functions and processes are managed.

B. Intellectual Skills

- critically assess aspects and implications of international tourism environments
- integrate and synthesize evidence from a range of sources to support findings, proposed solutions and suggested interventions
- successfully explore international and intercultural contexts of a camping resort and its actors, and apply this knowledge into strategies for tourism management.
- respond to strategic issues by making decisions in complex and unpredictable situations.

C. Practical Skills

- demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment;
- conduct research into tourism issues, either individually or as part of a team;
- use appropriate skills to communicate effectively in academic and professional situations;
- prepare and present academic and professional reports.

D. Transferable Skills

- demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas;
- develop and reinforce attitudes and skills for life long learning in changing and complex environments;
- deploy interpersonal skills including effective listening, negotiating, persuasions and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments;
- manage their own motivation, tasks and ambitions in entrepreneurial, innovative and professionally appropriate ways





4. Course content

The Transformation Project is the final component of the MAMASOEHM. During four months, students will interact with and work for internal and external stakeholders of outdoor hospitality. The assignments offer them a real-life connection between theory and practice, thereby opening a window of opportunities to experience, learn, understand and analyse complexity at outdoor hospitality destinations.

It can thus be seen as a learning path for all students, in which they show *individual professional excellence* through a traineeship, with *group consulting and research work*. The Transformation Project starts halfway the last semester (April 1st). Through the Transformation Project students will put all knowledge and skills, acquired during the first three semesters and the thesis writing, into practice by carrying out management tasks in a professional environment and also work on a group research for a specific destination in Croatia, Spain, The Netherlands or another country with participating industry partners.

Transformation project (Internship) consists of two parts:

- Internship with assigned 12 ECTS credits and
- Transformation project of a destination with assigned 6 ECTS credits.

C. Traineeship (12 ECTS)

Students will work for 75% of their time as a management trainee in a camping resort business. They will be responsible for medium level management tasks, and will learn how to manage people, resources and teams. They shall work on the basis of a corporate traineeship contract that has been signed with one of the three Universities. Tasks, functions, expected output etc. shall be defined and will be in line with the learning outcomes specified for this Transformation Project.

D. Destination Transformation Project (6 ECTS)

The remaining 25% of their time, students will work as a consulting team with other students in the same country. They will develop a group research assignment, analysing and developing an advice on a complex issues that is identified for the destination where they are working. Lecturers will approve the topic of research, and students will have to develop a **destination transformation report** that links the reality of the campsite industry to the national tourism context of the country where they are working as a trainee.

Visiting a tourism destination for a longer period of time to work and conduct field research, offers many learning opportunities for all parties involved. For students, the field research and traineeship project open new insights in primary sources of information on camping resort development and provides students with a platform to interact with stakeholders at the tourism destination where these resorts operate. These platforms can only be established in the direct physical environment of a destination, where complexity of tourism development and interaction between all tourism stakeholders takes place.

Secondly, the combination of traineeship with group field research offers an environment to develop research and problem-solving skills. It is a **real case study**. As individuals but also as a team, students will





analyse a complex issue at a destination with outdoor hospitality. They will define research questions and come up with solutions, based on findings.

5. Manner of instruction	<input type="checkbox"/> lectures	<input type="checkbox"/> individual assignments
	<input type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input checked="" type="checkbox"/> fieldwork	<input type="checkbox"/> other

6. Comments -

7. Student responsibilities

Independent work and group work. According to prescribed documentation and according to the pre-established deadlines and schedule of the execution of the professional practice, the student is obliged to complete a total of 540 hours of professional practice in accordance with the regulations applicable in the place of execution. Student is responsible to participate in group Destination Transformation Project and take part in group Presentation.

8. Monitoring of student work^{20F13}

Class attendance		Class participation		Seminar paper		Experimental work	
Written exam		Oral exam		Essay		Research	
Project		Continuous assessment		Report		Practical work	18
Portfolio		Case study					

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Students are obliged to attend Traineeship and keep a diary with drawing up a final report. Students have Supervisors who will be in charge of the Traineeship and follow students' achievements according to predefined criteria.

Supervisors will deliver reports of students' achievements to the Board of Mentors. Board of Mentors is formed of group of Lecturer (2 per University). They will be in charge of mentoring Transformation project, on the basis of a regular evaluation instruments. The marks for Traineeship is valued with 60% of the final mark.

The group assignment is worth 30% of final marks. It is a group mark and will be assessed on the basis of a group presentation and report to Board of Mentors. The whole team will be awarded with a mark for both report and presentation.

Each member of the group contributes individually to group work with his own assignment. This individual student contribution in group assignment can be valued with max of 10%.

¹³ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.





<i>10. Mandatory literature (at the time of submission of study programme proposal)</i>		
None		
<i>11. Optional/additional literature (at the time of submission of the study programme proposal)</i>		
None		
<i>12. Number of assigned reading copies in relation to the number of students currently attending the course</i>		
<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
None		
<i>13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences</i>		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general acts of the MAMASO ^{HM} .		

