Syllabus

Course Description

Course Title	International Tourism Management, Sustainability and Perspectives
Course Code	31030
Course Title Additional	
Scientific-Disciplinary Sector	ECON-07/A
Language	English
Degree Course	Master in Tourism Management
Other Degree Courses (Loaned)	
Lecturers	
Teaching Assistant	
Semester	First semester
Course Year/s	2
CP	6
Teaching Hours	-
Lab Hours	-
Individual Study Hours	-
Planned Office Hours	-
Contents Summary	* The course is not offered in the academic year 2026-27.* The course „International Tourism Management, Sustainability and Perspectives" (31030) conveys contemporary concepts and approaches regarding tourism phenomena and related sustainability issues. The lecture will introduce major scientific methods and techniques as well as managerial and analytical procedures to strengthen the sustainability agenda in tourism. In more detail, the course will cover the following topics: • Role of destination management organization to strengthen sustainable tourism development • Major sustainability concepts and the role of ethics for their implementation

	• Transformative tourism management and tourism economic paradigms • Sustainable forms of tourism: localizing, socializing, regenerative • Climate change and its impact on sustainable behaviour in tourism • Cultural sustainability, heritage preservation and authentic tourism • Issues of social sustainability in tourism • Tourismphobia in areas suffering from overtourism and hotspots
Course Topics	The course deals with contemporary concepts and approaches as well as scientific methods and techniques regarding core phenomena of international tourism and related sustainability issues. First, the role of destination management organization (DMOs) in systematically applying scientific methods to create a sustainable environment will be discussed. By so doing, the focus is on business intelligence-based approaches. Second, major concepts and approaches of sustainability in tourism, alongside sustainability certification schemes will be discussed. In this way, also the ethical foundation of the principles behind sustainbility are critically discussed. Third, major paradigms of transformative tourism management and non-mechanistic economic paradigms in toursim are discussed by providing best practices from the international tourism industry. Fourth, major forms of transformative tourism are critically introduced, such as local, social, regenerative, circular and post-growth. Fifth, major impacts of climate change on international tourism as well as tourism's contribution to global emissions and climate change are critically discussed. Implications for evolving consumer behavior are outlined. Sixth, major concepts of cultural sustainability in tourism will be presented, including measures for heritage preservation. Different perspectives to the concept of authenticity in international tourism are reflected. Seventh, socio-economic and socio-phisiological issues related to internationl tourism, such as wage fairness, decent work and inclusion of people with disabilities are covered.

	Eighth, issues of local acceptance of international tourism are conceptualized covering aspects like tourismphobia, overtourism and hotspot avoidance.
Keywords	DMO, sustainability, ethics, transformative management, transformative tourism, climate change, cultural sustainability, authenticity, social sustainability, overtourism
Recommended Prerequisites	none
Propaedeutic Courses	
Teaching Format	Lectures in the form of classroom teaching, exercises on academic papers and case studies and presentations
Mandatory Attendance	-
Specific Educational Objectives and Learning Outcomes	INTENDED LEARNING OUTCOMES (ILO) ILO 1: KNOWLEDGE AND UNDERSTANDING ILO 1.1 The student acquires specific competences and skills to address management issues from the perspective of tourism enterprise leadership, the development and promotion of tourism destinations, and the planning and management of integrated tourism systems and individual services in strategic, organisational and administrative terms, with an international and intercultural perspective. ILO 1.2 The student acquires the competence to understand and quantitatively analyse tourism phenomena in order to support business decision-making processes. ILO 1.3 The student acquires advanced knowledge of the legal specificities of the field of activity of tourism enterprises, as well as of associations, consortia and non-profit organisations typical of the tourism system. ILO 1.4 The student acquires the ability to identify and analyse the environmental and social problems caused by tourism, and to understand their interdependencies and contexts, by applying theories and methods and developing explanatory frameworks. ILO 2. ABILITY TO APPLY KNOWLEDGE AND UNDERSTANDING ILO 2.1 The student acquires the ability to understand and analyse the problems characteristic of the tourism sector by applying theories and models and utilising appropriate tools for the management of tourism enterprises.

	ILO 2.2 The student acquires the ability to apply models for analysing the tourism market. ILO 2.3 The student acquires specific knowledge of spatial planning and economic models in the context of tourism development. ILO 2.4 The student also acquires the ability to read and understand economic analyses. ILO 2.5 The student acquires the ability to interpret and use synthetic indicators relevant to the economic and market development policies of tourism destinations and individual enterprises in the sector. ILO 2.6 The student understands and utilises statistical and quantitative methods to describe, monitor and evaluate the issues characterising the tourism system. ILO 2.7 The student acquires the ability to navigate the legal system governing business activities and transactions with sufficient proficiency, particularly with regard to the specific characteristics of tourism enterprises, agency contracts and transport law. ILO 2.8 The skills developed can be applied in regional, national and international contexts. ILO 2.9 The development and promotion of competence also includes the ability to present complex, socially relevant issues and findings precisely and coherently, yet in a comprehensible manner and tailored to the target audience. ILO 3: AUTONOMY OF JUDGEMENT ILO 3.1 To acquire the ability to compare empirical models and findings in the study of tourism enterprises, associations, consortia and destinations. ILO 4: COMMUNICATION SKILLS ILO 4.1 Graduates of the Master's programme will be able to communicate the specific content of the individual subject areas efficiently, both orally and in writing, using various specialist languages depending on the audience and the communicative and didactic objectives, and to assess the impact of their communication. Written and oral skills are developed in particular through educational activities designed to prepare students for the Master's thesis, during the discussion of business cases, and in

	interactive lectures that include group discussions and a comparison of individual analyses. ILO 5: LEARNING SKILLS ILO 5.1 Identify thematic connections and establish relationships between different cases and analytical contexts. ILO 5.2 Systematically present a new problem and generate appropriate taxonomies. ILO 5.3 Develop general models based on the phenomena under investigation.
Specific Educational Objectives and Learning Outcomes (additional info.)	Knowledge and understanding (of): • Theories, frameworks, models, and processes that assist managers of international tourism in the complex task of thriving sustainable development • Development of sustainable tourism products and processes • Transformative management of international tourism • Cultural, socio-economic and socio-physiological issues related to sustanability of international tourism Applying knowledge and understanding • To take informed decisions in the development of sustainable strategies in the management of international tourism • To assist tourism destinations in reaching sustainable competitiveness • To create tourism products based on the sustainable use of local resources • To mitigate negative effects of mass tourism, hotspots and overcrowding to improve local resident's acceptance of tourism Making judgments • Ability to evaluate and select adequate theories, frameworks, and models to take sustainable actions for the development of international tourism • Ability to evaluate, select, and interpret relevant data to take sustainable actions in the management of international tourism Communication skills • Verbal and written communication skills to present in a consistent and convincing way the development of sustainable strategies to sthrengthen international tourism

	• Communicate information, ideas, problems, and solutions related to the identification and exploitation of opportunities to improve sustainability in international tourism Learning skills • The course will enable students to independently explore how current issues occurring in different societal spheres and industries are affecting the management of sustainable international tourism
Assessment	Option 1: One presentation (30%); final written exam (70%). The presentation requires students to work in groups to work on a chosen course topic in depth both in theoretical and methodological terms. Beside the presentation, students are required to submit a printed copy of the slides with comments in a report format. The final written exam consists of open questions and one essay-type question. These questions aim to evaluate the students' understanding of theoretical concepts and their ability to use and critically reflect these concepts for analysing and explaining current sustainability challenges in managing international toursim. All ILOs are assessed (ILO 1-5) The final written exam will last 90 minutes. Option 2: Final written exam (100%). The final written exam consists of open questions and one essay-type question. These questions aim to evaluate the students' understanding of theoretical concepts and their ability to use and critically reflect these concepts for analysing and explaining current sustainability challenges in managing international toursim. All ILOs are assessed (ILO 1-5) The final written exam will last 120 minutes
Evaluation Criteria	Assessment criteria applied:

	- Knowledge and understanding of texts (20%) - Ability to make connections between texts (5%) - Ability to apply knowledge (20%) - Independent judgment and critical thinking (30%) - Transfer of acquired knowledge to practical contexts (25%)
Required Readings	Gretzel, U., Fuchs, M., et al. (2020). E-tourism beyond COVID-19: A call for transformative research. Information Technology & Tourism, 22, 187–203 Akhoundoghli, M & Boluk, K (2025). An examination of Degrowth Frameworks: Localizing, Socializing and Regenerative Tourism, Tourism Analysis, 30(1). 23-43 Fuchs, M. (2023). A Post-Cartesian Economic and Buddhist view on tourism, Annals of Tourism Research, 103, 688, https://doi.org/10.1016/j.annals.2023.103688 Minett D, Yaman R & Denizci B (2009) Leadership styles and ethical decision-making in hospitality management, International Journal of Hospitality Management, 28, 486-493 Tomassini, L., Baggio, R., Cavagnaro, E., Farsari, I., Fuchs, M. & Sørensen, F. (2024). Circular economy in tourism and hospitality: A micro-meso-macro framework for inter-disciplinary research. *Tourism and Hospitality Research*, https://doi.org/10.1177/14673584241257870 Fuchs, M. & Kronenberg, K. (2025). Assessing Cultural Tourism's and Creative Sectors' Contribution to build a Circular Economy, Salvador, E. & Pappalepore, I. (eds.). Responsible Consumption and Production in the Cultural and Creative Industries, Routledge, New York, pp. 75-93. Kronenberg, K. & Fuchs, M. (2022). The socio-economic impact of regional tourism: An occupation-based modelling perspective from Sweden. Journal of Sustainable Tourism, 30(12), 2785-2805

Kronenberg, K. & Fuchs, M. (2021). Aligning Tourism's Socio-Economic Impact with the United Nations' Sustainable Development Goals. Tourism Management Perspectives, 39, 1-12

Fuchs, M., Fossgard, K., Stensland, S. & Chekalina, T. (2021). Innovation and creativity in nature-based tourism: A critical reflection and assessment, In V. Haukeland, & P. Fredman (Eds.) Nordic Perspectives on Nature-based Tourism, (pp. 175-193), Edward Elgar.

Sun, YY., et al. (2024) Drivers of global tourism carbon emissions. Nat Commun 15, 10384.

Rosselló-Nadal, J. (2014). How to evaluate the effects of climate change on tourism. *Tourism Management*, *42*, 334-340.

Pai, C. H., Zhang, Y., Wang, Y. L., Li, K., & Shang, Y. (2026). Current challenges and opportunities in cultural heritage preservation through sustainable tourism practices. *Current Issues in Tourism*, *29*(5), 1016-1034.

Whitney-Squire, K., Wright, P., & Alsop, J. (2018). Improving Indigenous local language opportunities in community-based tourism initiatives in Haida Gwaii (British Columbia, Canada). *Journal of sustainable tourism*, *26*(2), 173-191.

Moura, A., Eusébio, C., & Devile, E. (2023). The ‘why’and ‘what for’of participation in tourism activities: travel motivations of people with disabilities. *Current Issues in Tourism*, *26*(6), 941-957.

Winchenbach, A., Hanna, P., & Miller, G. (2019). Rethinking decent work: The value of dignity in tourism employment. *Journal of Sustainable Tourism*, *27*(7), 1026-1043.

Mihalic, T. (2020). Conceptualising overtourism: A sustainability approach. *Annals of Tourism Research*, *84*, 103025.

Supplementary Readings	Higgins-Desbiolles, F. (2024) The end of tourism? Journal of Tourism Futures, 10 (3): 476–485. Peters, A. & Fuchs, M. (2023): A relational exploration of tourists' environmental values and their perception of restrictions in protected nature, *Journal of Sustainable Tourism*, DOI: 10.1080/09669582.2023.2295234 Ghoshal S (2005) Bad management theories are destroying good management practices. Academy of Management Learning Education 4(1):75–91 Dierksmeier C, Pirson M (2010) The modern corporation and the idea of freedom. Philosophy & Management 9(3):5–25
Further Information	Teaching materials, such as PowerPoint slides, required readings and further readings can be found in the Reserve Collection
Sustainable Development Goals (SDGs)	No poverty, Quality education, Responsible consumption and production, Industry, innovation and infrastructure, Decent work and economic growth