
ISM-COURSE HANDBOOK

B.A. HOTELMANAGEMENT

VALID FOR STUDENTS STARTING FROM 1ST OCTOBER 2026
(VERSION OF JANUARY 2026)

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LEARNING GOALS

The Hotel Management degree programme prepares students for management positions in companies, particularly within the international hospitality industry. It aims to provide students with the necessary professional knowledge, skills, and methods required for this field, as well as the ability to apply them appropriately in the real professional world.

In order to meet the requirements and changes of the professional world, the content of the individual modules is taught in an application-oriented manner based on scientific findings. The focus is on the synthesis of theory and practice, e.g., the concrete application and adaptation of specialist knowledge, skills, and methods of general business administration and tourism, as well as hospitality in particular, in different framework conditions and situational contexts.

Students are enabled to analyze processes and problems in management practice, develop economically sound solutions, and take into account interdisciplinary references. In doing so, they should think and act in a market- and company-oriented manner, but also find operationally efficient and sustainable solutions to problems without losing sight of the company's long-term strategic objectives.

Graduates are further capable of conducting application-oriented projects in accordance with scientific principles and apply the theories and methods they have learned in an empirically and quantitatively substantiated and practical manner.

In addition to acquiring subject-specific and methodological skills, students' personal and social competencies are to be promoted, particularly in the key areas of an international, people-focused service industry. This includes, in particular, the ability to lead internationally composed functional areas and teams.

Students acquire comprehensive professional competence and are enabled to act responsibly and ethically. They possess knowledge of international frameworks and develop intercultural sensitivity as well as the ability to work effectively in teams.

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STUDY PLAN

SEMESTER	MODULES				
1.	Tourism Management & Operations Management in Tourism	Principles of Hospitality Industry	Reflection on Practical Experience 1 (Hospitality as a Service Industry)	Introduction to Business Administration	Scientific Methods (incl. Calculation Software)
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS
2.	Tourism Marketing	Strategic Hospitality Management	Reflection on Practical Experience 2 (Service Management in Hospitality)	Financial Reporting	Business Mathematics
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS
3.	Management & Marketing of Destinations	Market-oriented Hospitality Management	Reflection on Practical Experience 3 (Market-oriented Hotel- & F&B-Marketing)	Management Accounting	Statistics
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS
4.	Tour Operator & Travel Agencies Management	Revenue Management	Reflection on Practical Experience 4 (Market-oriented Hotel- & F&B-Management)	HR, Organization & Change	Marketing Research
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS
5.	Cruise Management	IT & AI in Hospitality	Case Study Project 1	Strategic Management	Law
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS
6.	Taxes & Law in Tourism	E Commerce & Social Media in Hospitality	Case Study Project 2	Sustainability Management & Business Ethics	Micro- & Macroeconomics
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS
7.	Event Management & Marketing / MICE	Development & Management of Hotel Projects	Bachelor Thesis (with Disputation)	Self-Management & Leadership	Economic Policy
	5 ECTS	5 ECTS	10 ECTS	5 ECTS	5 ECTS

Subject to modifications

MODULES

Bachelor Thesis | Bachelor-Thesis

Module code BADU_WS25_TH_e	Semester 6	Language German or English	ECTS credits 10	Workload 300 hours
Intake Summer and winter semester	Duration 1 semester	Type and duration of exam <u>Thesis and disputation</u> <ul style="list-style-type: none"> ▪ Length of the thesis: 12,000-15,000 words ▪ The editing time: 10 weeks ▪ Disputation: Presentation and scientific discussion with examiners 		Weight of the mark in the final grade 5.56%
1	<p>Content</p> <p>The <i>Bachelor Thesis</i> is a final academic paper addressing a specific issue within the fields of business administration, business psychology, or business law. The aim of the thesis is to demonstrate that the student is capable of independently solving a practice-oriented problem from their area of study – both in terms of technical detail and within its broader academic context – within a given timeframe and in accordance with the scientific and practice-based methods of their discipline.</p> <p>The Thesis may be completed in cooperation with an external institution.</p> <p>The recommended process for preparing the thesis includes the following steps:</p> <ul style="list-style-type: none"> ▪ Defining the topic in coordination with the first assessor (i.e. determining the research question, developing a preliminary outline and timeline), followed by approval of the topic by the head of campus ▪ Identifying relevant theories and conducting an independent literature review on the current state of research ▪ Developing a coherent and persuasive line of argument, using appropriate methods in accordance with ISM's <i>Notes on Editing Written Papers</i> (Formal Requirements) ▪ Presenting and discussing findings in relation to the research question ▪ Maintaining regular discussions with the assessors throughout the process <p>The thesis is evaluated based on the quality of its argumentation, theoretical foundation, use of sources, and, depending on the research question, any field research conducted, as well as the presentation and discussion of findings where applicable.</p> <p>Upon submission of the thesis, students participate in a disputation, which serves as an oral defense of their work.</p>			

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2	<p>Learning outcomes</p> <p>The students acquire professional competences for the preparation of scientific papers. In addition, they can use the knowledge acquired during their studies and apply it in relation to their research question in order to generate new knowledge.</p> <p>Students are proficient in the scientific principles that are relevant to their field of studies, especially in terms of citations, use of sources, line of argument, and research design.</p> <p>Students can work on research- or practice-oriented questions in discussions with their assessors and are able to acquire the necessary knowledge as well as develop a systematic and theoretically sound structure.</p> <p>They can comprehend the available literature systemically and assess it critically (secondary analysis), select and, if necessary, adapt suitable theories and methods as well as create new knowledge (primary research) in the context of their research question.</p> <p>Students are also able to present their research subject and arguments in a structured manner using clear and correct language and discuss their conclusion with experts as well as laypersons.</p> <p>Students are able to present the results of their work, reflect critically on them, and engage in scholarly discussion.</p>
3	<p>Teaching and learning methods</p> <p>The thesis is written independently by the student and is supported through individual supervision and academic guidance provided by the first assessor.</p>
4	<p>Prerequisites for participation</p> <p>See examination regulations</p>

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Business Mathematics | Wirtschaftsmathematik

Module code BADU_WS25_Math_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p><i>Business Mathematics</i> provides the basic tools for the representation, analysis and modeling of economic relationships. It also provides the basis for advanced quantitative lectures in higher semesters. In addition, methods for decision making in optimization tasks in companies are discussed and underpinned with practical application examples. The following topics are covered in detail:</p> <p>Financial Mathematics:</p> <ul style="list-style-type: none"> ▪ Interest calculation ▪ Annuity calculation ▪ Amortization ▪ Investment valuation / Net present value method <p>Linear Algebra:</p> <ul style="list-style-type: none"> ▪ Matrices and matrix operations ▪ Linear systems of equations ▪ Optimization problems under inequality constraints (Simplex algorithm) <p>Analysis:</p> <ul style="list-style-type: none"> ▪ Continuity ▪ Derivatives with multiple variables ▪ Unconstrained optimization problems ▪ Optimization problems under equation constraints (Lagrange multipliers) 			
2	<p>Learning outcomes</p> <p>Students gained basic mathematical knowledge, which is essential for understanding the business administration and economics lectures in their further studies as well as for later professional practice.</p> <p>Depending on the problem situation and the data situation, they are able to independently select suitable mathematical methods and assess their usefulness for the problem. They can apply the selected methods and procedures professionally and appropriately, evaluate them and interpret the results. They are able to answer practice-relevant questions independently.</p> <p>Students will be able to familiarize themselves independently with further topics using additional literature and e-learning opportunities, depending on their future needs.</p>			

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3	Teaching and learning methods <p>The module content is delivered through small-group teaching formats (on campus or in a virtual classroom) and is designed to be interactive.</p> <p>The lecture is accompanied by a tutorial, where student exercises are carried out. Participants are provided with lecture slides, including references to the relevant literature.</p> <p>To convey the module content, learning videos are provided that explain and deepen the content and illustrate it with examples. Written and audiovisual study materials (scripts, textbooks, podcasts), as well as exercises and review questions to monitor learning progress are also provided.</p>
4	Prerequisites for participation <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>

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Case Study Project 1 | Praxisfallstudie 1

Module code BADU_WS26_HMP5_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Term paper (approx. 4,500 words)		Weight of the mark in the final grade 2.78 %
1	<p>Content</p> <p>The practical phases completed during the dual study program provide students with insights into the requirements of the professional working environment and confront them with aspects of socialization, professional challenges, and diverse practical work demands. In addition, theoretical knowledge and experience acquired during the course of study can be applied in practice. The practical phases of the dual study program are carried out in professional fields that are specific to the program. Further details regarding the design of the practical phases are governed by the <i>Guidelines on the Design of Practical Training Activities</i>.</p> <p>In this module, students will analyze changing problems from everyday business practice under the guidance of their instructors and develop solutions. The project work should also be beneficial to a company. The following (basic) questions regarding analysis and controlling are (primarily) relevant for practical case study 1:</p> <ul style="list-style-type: none"> ▪ Analyses ▪ Development of criteria catalogs (specifications, requirements) ▪ Market surveys ▪ Considerations regarding selection issues ▪ Profitability calculations 			
2	<p>Learning Outcomes</p> <p>With regard to the educational objectives of the study program, the module <i>Practical Case Study</i> primarily imparts transfer competence and methodological competence, which cannot be achieved solely at the level of “theory.” By engaging in practical action and applying theoretical knowledge, students develop a solid foundation of practical experience. In their own professional practice, they should experience the process-oriented nature of professional action.</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> ▪ apply selectively tested technical and methodological skills, particularly in process and value chain management, as well as in marketing and corporate communications, within the scope of a comprehensive task in the field of analysis. ▪ collect data, select and apply effective methods of analysis, and present the results in relation to the project objectives within the framework of a time-limited project with specified objectives. 			

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	<ul style="list-style-type: none"> ▪ if the assignment is designed or to be carried out as group work, work together within your (assigned) team to determine the necessary steps, distribute tasks, compile and discuss individual results, and present them together.
3	<p>Teaching and Learning Methods</p> <p>Introductory session and supervision of the groups by a lecturer during the project phase.</p>
4	<p>Prerequisites</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Academic Writing, Calculation Software, and the modules <i>Reflection on Practical Experience</i>.</p>

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Case Study Project 2 | Praxisfallstudie 2

Module code BADU_WS26_HMP6_e	Semester 6	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 2.78 %
1	<p>Content</p> <p>The practical phases completed during the dual study program provide students with insights into the requirements of the professional working environment and confront them with aspects of socialization, professional challenges, and diverse practical work demands. In addition, theoretical knowledge and experience acquired during the course of study can be applied in practice. The practical phases of the dual study program are carried out in professional fields that are specific to the program. Further details regarding the design of the practical phases are governed by the <i>Guidelines on the Design of Practical Training Activities</i>.</p> <p>In this module, students will analyze changing problems from everyday business practice under the guidance of their instructors and develop solutions. The project work should also be beneficial to a company. The following (basic) questions regarding optimization, development, and innovation are (primarily) relevant for practical case study 2:</p> <ul style="list-style-type: none"> ▪ Recommendations ▪ Preparations for decision-making ▪ Feasibility studies ▪ Investigations of possible courses of action with regard to advantages and disadvantages ▪ Opportunities for improvement (in terms of issues and processes) 			
2	<p>Learning Outcomes</p> <p>With regard to the educational objectives of the study program, the module <i>Practical Case Study</i> primarily imparts transfer competence and methodological competence, which cannot be achieved solely at the level of “theory.” By engaging in practical action and applying theoretical knowledge, students develop a solid foundation of practical experience. In their own professional practice, they should experience the process-oriented nature of professional action.</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> ▪ apply comprehensive technical and methodological competencies, particularly in process and value chain management, as well as in marketing and corporate communications, within the framework of comprehensive implementation- and solution-oriented tasks. 			

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	<ul style="list-style-type: none"> ▪ develop your own objectives within the framework of a time-limited project, select and apply effective methods of analysis and solution, and present the results with regard to the objectives of the project. ▪ initiate the necessary work steps within their (assigned) team, distribute tasks, consolidate and discuss individual results, and deliver joint presentations. ▪ effectively apply their own planning and working techniques. ▪ apply their communication, relationship, and self-management skills.
3	<p>Teaching and Learning Methods</p> <p>Introductory session and supervision of the groups by a lecturer during the project phase.</p>
4	<p>Prerequisites</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Academic Writing, Calculation Software, and the modules <i>Reflection on Practical Experience</i>.</p>

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Cruise Management | Kreuzfahrtmanagement

Module code BADU_WS26_HM09_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Group presentation (30 min. per student)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>This module examines the specific management and marketing of “floating hotels.” Due to the even higher and more specialized requirements in this area, it provides an opportunity to explore general hotel management and marketing within the hospitality industry from a highly specialized perspective.</p> <p>In addition to defining the distinctions, the module addresses specific legal frameworks, key associations and institutions, as well as the strategies, management practices, and marketing approaches (e.g., target groups) of shipping companies and river and ocean cruise operators.</p> <p>Current developments and specializations, such as liner shipping, mega-liners, ocean and river cruises, family cruises, cargo ship travel, hybrid cruises, and ship chartering, as well as the integration of destinations into route planning (e.g., shore excursions, onshore programs, or the countries traversed in river cruises) illustrate the wide range of practical applications.</p> <p>Furthermore, based on institutional, technical, and legal conditions, the module presents and discusses industry institutions and specific features, market environments and participants, strategies, business fields, production factors, and management approaches (including major companies, networks, and current developments) in an applied, practice-oriented manner with the students.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ are familiar with the cruise industry and its key strategic and operational requirements ▪ understand the specific conditions and production networks of the industry and can incorporate them into planning and operational management ▪ understand the specific functions of the operational areas of a cruise ship (reception, front office, purchasing/logistics, F&B, etc.) and how they interact ▪ utilize the special marketing and sales processes and networks of the cruise industry in terms of capacity utilization and profitability 			

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3	Teaching and learning methods To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Modules in tourism and hospitality from the first four semesters

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Development & Management of Hotel Projects | Entwicklung & Steuerung von Hotelprojekten

Module code BADU_WS26_HM14_e	Semester 7	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Term paper (approx. 4,500 words)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>Students apply their practical and theoretical knowledge to date in the design of a (rough) overall concept for a hotel development, including a rough sketch of the future operation. Both new construction projects and the conceptual reorientation of an existing property/operation can be chosen.</p> <p>The module is designed as a seminar, i.e., after an introduction to the basics of project and hotel project development and current trends in the hospitality industry, students develop their own project. They are coached by the lecturer(s) and present their planning sketches as interim results in the seminar before submitting their term paper.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ recognize the importance of entrepreneurship and the development of market-driven and economical hotel and gastronomy products ▪ understand the importance of innovation and market trends for the development of new (sub)products in the hotel and gastronomy industry and actively apply them in their work ▪ are familiar with and observe the requirements of modern project management ▪ develop a market-oriented and realistic hotel operating concept ▪ create a realistic, feasible, and economically sound planning outline and calculation for the conception and implementation of a hospitality project ▪ design an operating model and operational plan that meets current hotel management requirements, is realistic, and promises future profits 			
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Successful participation in all modules of the first six semesters of the program
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E-Commerce & Social Media in Hospitality | E-commerce & Social Media in der Hotellerie

Module code BADU_WS26_HM12_e	Semester 6	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Group presentation (30 min. per student)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module builds on the IT and AI in the Hospitality module and the previous marketing and business administration modules.</p> <p>It begins by introducing the concepts of digital strategies and business models as well as current market requirements and developments.</p> <p>It then goes on to examine the implementation of digitalization in processes and concepts in various functional areas.</p> <p>Finally, the appropriate selection, design, and management of social media and other e-commerce-related marketing measures are presented and discussed.</p> <p>The presentation is embedded in the current market conditions and the overall marketing of a hotel business or hotel chain.</p> <p>Concrete examples of e-commerce solutions and social media campaigns round off the course.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ recognize the value of e-commerce for the productive handling of business processes in the tourism industry, especially in the hospitality sector ▪ understand the function and application of e-commerce, especially for business models ▪ can analyze, evaluate, and design e-commerce and social media concepts in the hospitality sector ▪ can analyze, evaluate, and design e-commerce and social media activities in the hospitality sector 			
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: <i>IT & AI in Hospitality</i> module and the hotel and tourism modules from the first three semesters
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Economic Policy | Wirtschaftspolitik

Module code BADU_WS25_VWL2_e	Semester 7	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module is broadly divided into three sections: an introductory section, a methodological section, and a section on economic policy.</p> <p>The introductory section provides an overview of the “normative theory of government action”. The following topics are discussed in particular:</p> <ul style="list-style-type: none"> ▪ Social contract: The framework of a free-market economy is examined, and the core role of the state is defined. The allocative and distributive issues arising from pure market processes are also presented. ▪ Types of goods: The challenges associated with market mechanisms in the provision of public goods and natural resources are discussed. ▪ Governmental correction measures: Building on the previous topics, the possibilities and limitations of economic policy interventions are explored. This includes a comparison of market failure and potential government failure. <p>The methodological section introduces various approaches to policy evaluation, which are subsequently applied to the analysis of economic policy measures:</p> <ul style="list-style-type: none"> ▪ Empirical Economic Research: This part of the module presents modern quantitative methods of policy evaluation, such as linear regression analysis, within the context of economic policy. ▪ Game Theory: Since strategic interaction between firms and governments is of particular importance in economic policy, key concepts and tools of game theory are introduced. The role of experiments in economics is also discussed in this context. ▪ Institutional Economics: The specific role of institutions in the economy is explored, where institutions are understood as rules, norms, and organizations that shape and influence the behavior of individuals and groups within society. <p>The economic policy section applies the introduced methods to the analysis of various economic policy measures, including but not limited to:</p> <ul style="list-style-type: none"> ▪ The “Economics of the Public Sector” unit deals with issues related to market failures such as externalities; additionally, the foundations of public sector financing are discussed. ▪ The unit “Environmental Policy” focuses on instruments aimed at internalizing externalities and achieving sustainability goals, in particular emissions trading schemes 			

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	<p>and Pigouvian taxes. These instruments are evaluated in terms of their environmental and economic effects, as well as their distributive impacts. The importance of strategic interaction between countries is also emphasized.</p> <ul style="list-style-type: none"> ▪ In the unit “Labor Market Economics,” the labor market is examined as a unique type of economic market. Imbalances in the labor market, government intervention options, and their quantifiable effects are analyzed. ▪ The unit “Monetary Policy” explores the advantages and disadvantages of shared currency areas and outlines the criteria for assessing optimal currency areas. Building on this, the module addresses the topic of the European sovereign debt crisis, including its causes, possible developments, policy responses, and consequences. ▪ The unit “International Economic Relations” introduces the concept of the open economy (e.g., balance of payments, exchange rates, foreign trade, currency and credit markets), in order to examine the effects of economic policy measures in a globalized context. ▪ The unit “Development Policy” begins by categorizing different country types and discussing various development theories (e.g., dependency theory, modernization theory). Against the background of development economics, selected measures such as microfinance, education, and institution-based strategies in developing countries are explored in greater depth.
2	<p>Learning outcomes</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> ▪ Analyze the impact of economic policy measures on individual economic agents as well as on the economy as a whole, and adopt a normative stance. ▪ Apply modern empirical research methods to quantify the effects of economic policy interventions. ▪ Present the results of their own empirical impact studies to a professional audience. ▪ Analyze the effects of international trade policy, as well as unilateral and multilateral shocks, on global value chains.
3	<p>Teaching and learning methods</p> <p>To deliver the module content, classes are conducted in small groups (on campus or in a virtual classroom). The courses are designed to be interactive; for example, case studies are analyzed and exercises are carried out.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: <i>Business Mathematics</i> and <i>Statistics</i> modules</p>

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Event Management & Marketing / MICE | Eventmanagement & -marketing / MICE (?)

Module code BADU_WS26_HM13_e	Semester 7	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Group presentation (30 min. per student)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>Students learn about the importance of market-oriented event management and its submarkets and specific framework conditions, business models, and target groups, e.g., using models, economic data, concepts, and application examples, and are able to assess the economic significance of the industry.</p> <p>They learn the principles of event management and event marketing, supplemented by some aspects of event-specific project management. Based on the scientific-theoretical classification of event management, in-depth specialist knowledge and practice-oriented management skills are taught. The content is enriched by topics such as business administration, organization, and event-specific issues.</p> <p>Students also learn about the MICE industry as an important economic factor and its significance for the economy and business travel tourism. They are enabled to define the terminology of the trade fair, congress, and conference industry and to evaluate current developments in the national and international MICE industry (the MICE sector is very relevant to most economic sectors and is therefore closely related to marketing and economics studies in general).</p> <p>In this module, students will also acquire basic knowledge and skills in the field of MICE (primarily meetings, incentive trips, conventions, and trade fairs and exhibitions) in the context of corporate communications.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ are familiar with the fundamentals of event management and can classify both the economic and business significance of corporate event management in particular, both nationally and internationally ▪ are familiar with the market segments of event management and can define and name the market segments, types, and target groups of business-related events ▪ link their business management and hotel-related knowledge to the specific processes involved in event management. ▪ recognize, evaluate, and implement the complex interrelationships of event management in a project-related and problem-oriented manner. 			

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	<ul style="list-style-type: none"> ▪ understand the specific market conditions and are familiar with methods for analyzing and dealing with complex challenges in the MICE industry ▪ are aware of the requirements and framework conditions governing the work of trade fair and congress companies as service providers, as well as those of companies and institutions as trade fair and congress participants, i.e. customers/participants, including the hospitality industry as a network actor.
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>

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Financial Reporting | Externes Rechnungswesen

Module code BADU_WS25_BWL2_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78 %
1	<p>Content</p> <p>This module familiarizes students with the collection and processing of information in accounting and financial reporting in accordance with commercial requirements. It deals primarily with the principles of bookkeeping in the narrower sense and accounting techniques from the proper collection of data and further processing of collected data to the annual accounts and then Introduction to commercial financial reporting including statement of financial position, statement of comprehensive income, cash flow statement, statement of change in equity and notes, the analysis of selected financial statements using simple ratios (profitability, liquidity, asset and financing analysis), the analysis of management reports.</p> <p>For "Taxation", the principles of the German Fiscal Code, such income tax, corporation tax, trade tax as well as value added tax, are presented.</p>			
2	<p>Learning outcomes</p> <p>After successfully completing the module, students possess a broad and integrated knowledge of the legal principles and the operational requirement of accounting and the related commercial information instruments. Furthermore, they have a basic understanding of the international differences regarding consolidated accounts and of the most important business taxes.</p> <p>Based on an opening balance sheet, students can book individual business transactions and prepare simple accounts. They are able to autonomously evaluate commercial information instruments and describe the implications of relevant business taxes for different forms of enterprises.</p>			
3	<p>Teaching and learning methods</p> <p>To convey the module content, sessions are held in small groups (on campus or in a virtual classroom). The lectures are designed to be interactive and include for example discussions, case studies, and exercises. The lecture includes various exercises and case studies as well as analysis of financial statements.</p> <p>Participants are provided with lecture slides as well as a reference to corresponding literature. Learning videos on study content are used to explain, deepen and illustrate content with examples. In addition, written and audiovisual study materials (scripts, textbooks, podcasts) are provided, as well as exercises and review questions serving as learning progress for students.</p>			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None
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HR, Organization & Change | Personal, Organisation & Change

Module code BADU_WS25_BWL4_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module <i>HR, Organization & Change</i> provides a comprehensive overview of the essential aspects of corporate management in the fields of human resource management, organizational management, and change management. It aims to equip students with a deep understanding of both theoretical foundations and practical applications in these areas. The module consists of four key components that together create a holistic understanding of the subject matter:</p> <p>I. Socio-demographic and Legal Frameworks (approx. 10%) This section examines key environmental factors shaping modern businesses, including megatrends such as digitalization and globalization. It also addresses relevant legal considerations that influence human resource and organizational management in an international context.</p> <p>II. Organizational Management (approx. 30%) This section covers the fundamental concepts, theories, and structures of organizations. It provides an overview of classical and modern organizational theories and examines how companies design their structures and adapt to changing environmental conditions. Additionally, it explores current developments in organizational design, including agile structures, network organizations, and the impact of digital transformation on corporate strategy and efficiency.</p> <p>III. Human Resource Management (approx. 40%) This section introduces the fundamental principles of human resource management and examines the entire employee lifecycle. The focus is on the organization of HR management and its role in value creation. Topics include strategic workforce planning and deployment to ensure business objectives are met. Additionally, key aspects of personnel development, particularly qualification and competence management, are addressed. Another focus is on employee retention, the design of incentive systems, and strategies for long-term employee engagement. Finally, employee offboarding is covered, including the organizational and social aspects of separation processes.</p> <p>IV. Culture and Change (approx. 20%) This section focuses on corporate culture and change management. The emphasis is on the development and transformation of organizational culture and its impact on business success and employee motivation. Furthermore, strategies and tools for successfully implementing change processes are examined, including resistance management, communication, and leadership during times of transformation.</p>			

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<p>2</p>	<p>Learning outcomes</p> <p>After successfully completing the module, students will have acquired:</p> <ul style="list-style-type: none"> ▪ Knowledge of socio-demographic frameworks and collective labor law: They understand the influence of megatrends such as digitalization, value shifts, and globalization, as well as key legal frameworks that shape modern businesses in an international context. ▪ Competence in organizational management: They are familiar with various organizational structures, such as matrix, functional, and divisional organizations, and can assess and compare their advantages and disadvantages. Furthermore, they understand key approaches in organizational theory and current developments in organizational design. They are able to analyze organizational structures and processes in companies and critically evaluate the impact of organizational decisions on business performance. ▪ Comprehensive knowledge in human resource management: Students develop a deep understanding of the core concepts and methods of HR management. They comprehend how organization, operating models, and value creation influence HR practices and the role of the employee lifecycle as a framework for key HR topics. They are familiar with the processes of workforce planning, development, retention, and offboarding and can evaluate their significance for strategic HR management. Additionally, they understand the fundamentals of performance evaluation and can critically reflect on the design of strategic personnel development and the mechanisms of incentive-compatible employee retention. ▪ Skills in change management: They understand the importance of corporate culture and the dynamics of change processes, including why they may fail. They are familiar with strategies and tools for successfully managing change and for purposefully developing corporate culture, and they can evaluate their effectiveness.
<p>3</p>	<p>Teaching and learning methods</p> <p>To convey the module content, sessions are held in small groups (on campus or in a virtual classroom). The lectures are designed to be interactive, incorporating discussions and practical exercises. Digital tools are used to conduct quizzes and surveys to assess students' understanding and enhance engagement.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>
<p>4</p>	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Basic knowledge of business administration (e.g. <i>Introduction to Business Administration</i> module)</p>

Introduction to Business Administration | Einführung in die allgemeine Betriebswirtschaftslehre

Module code BADU_WS25_BWL1_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>This module explores the core value-creating activities of a business, their interrelations, and their management within the context of market-oriented business leadership.</p> <p>It begins by introducing the scope of business administration, including the enterprise itself, economic activity, and the academic discipline, along with the economic cycle and key scientific and historical foundations. Using a business model (e.g. the value chain), various operational functions are examined, all framed by a strategic, market-oriented management perspective.</p> <p>The module then defines key terms such as materials management, procurement, and logistics. Procurement is discussed as a business function, including its tasks, objectives, and procurement items (types of materials). This introduction is followed by an overview of central strategic tasks and methods for determining business demand – such as program-based and consumption-based approaches. The prioritization of required goods is illustrated using ABC analysis. Based on this analysis and inventory trends, selected procurement strategies (e.g. single-order procurement, stockpiling, just-in-time) are presented, and optimal order quantities are calculated using the Andler formula.</p> <p>Next, the module explores the link between procurement and production through production theory. The concept of production is operationalized via a descriptive overview of production factors, their interrelationships, and theoretical foundations (e.g. production functions Type A and Type B). Key elements in organizing business performance are discussed, including production workflows and types. Strategic considerations regarding product and production program depth are also covered. Further tools include lot size planning, production program planning (capacity utilization optimization), capacity adjustment, and scheduling (sequence planning).</p> <p>The marketing component introduces both strategic and operational foundations, as well as consumer psychology, as key elements of market-oriented business management. After laying the groundwork (e.g., definitions of markets, market segmentation, market actors, consumer psychology), the focus shifts to strategic marketing. This includes company-wide goal hierarchies, particularly the role of marketing objectives, and key success factors of marketing strategies. The strategy development process completes this section.</p> <p>Finally, the module provides an in-depth look at the marketing mix instruments – product, price, communication and distribution. Product policy addresses innovation management,</p>			

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	<p>existing product portfolio management and brand strategy. Pricing policy covers traditional approaches to pricing as well as behavioral aspects of price perception and processing. Communication management includes an overview of both traditional and digital communication tools, along with budgeting and budget allocation for campaigns. Distribution policy focuses on selecting and structuring appropriate sales channels.</p> <p>Finally, logistics with its TUL functions of transportation (including a comparison of modes of transport), handling (as well as order picking) and warehousing is presented as a linking element of the value-added areas.</p>
<p>2</p>	<p>Learning outcomes</p> <p>Students understand key economic patterns of thinking and decision-making, the primary value-creating decision contexts, and the challenges involved in entrepreneurial action, as well as the fundamental interrelationships between the functional areas examined. They are able to comprehensively and critically differentiate between scientific theories, models, and facts, and to apply selected methods and tools appropriately. Furthermore, students are familiar with the central success factors of market-oriented business management and can explain them in detail.</p> <p>Students are able to synthesize, evaluate, and integrate knowledge from primary value-creating areas of the business. They possess a broad range of theories and models (including ABC analysis, the Andler formula, production functions Type A and Type B, and the 4P model in marketing), which they can independently apply and transfer appropriately to complex business problems. This enables them to deal with cross-functional interdependencies throughout the value chain and to assess them from a systemic perspective.</p> <p>Students are able to reflect on and compare diverse perspectives and to engage in constructive, communication-oriented discussions. In addition, they can present and justify complex value-creation problems and solutions through structured argumentation.</p> <p>Students can independently analyze and evaluate business-related questions and cases. Moreover, they are able to develop and critically assess alternative courses of action and solutions in response to changing conditions.</p>
<p>3</p>	<p>Teaching and learning methods</p> <p>To convey the module content, sessions are held in small groups (on campus or in a virtual classroom). The teaching format is interactive, incorporating elements such as group discussions and practical exercises.</p> <p>Participants are provided with lecture slides as well as references to the underlying literature.</p>
<p>4</p>	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>

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IT & AI in Hospitality | IT & KI in der Hotellerie

Module code BADU_WS26_HM10_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Term paper as group work (approx. 3,000 words per student)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>This module begins by presenting the fundamentals of information technology as well as the technological, social, and economic drivers of digitalization. It also outlines and discusses the principles of the digital economy and the technical, regulatory, and content-related foundations and framework conditions required for it.</p> <p>Building on this, students gain an overview of the systems, concepts, processes, and areas of application of IT in hotel operations. Relevant AI applications, such as chatbots and ChatGPT, are also addressed, and the advantages and disadvantages of using AI are discussed based on various examples.</p>			
2	<p>Learning outcomes</p> <p>Students are familiar with:</p> <ul style="list-style-type: none"> • the principles of business informatics • essential IT basics in tourism • essential IT basics in the hospitality industry • current trends in IT, especially hotel IT • basic knowledge of AI and relevant AI tools such as ChatGPT and chatbots in general 			
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>			
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>			

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Law | Recht

Module code BADU_WS25_RE_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam with preparatory reading time (120 min. + 30 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module covers the fundamental legal norms and legal principles from jurisdiction, case law and academic literature that are directly connected to business operations in real-world economic practice.</p> <p>The module begins with an overview of the basic legal framework in the Federal Republic of Germany, starting with legal sources (in particular, the constitutional provisions and the impact of fundamental rights on legislation and judicial practice). It also addresses the distinctions between civil and public law. A transition into subsequent lecture topics is made through an introduction to legal case analysis, including the structured legal opinion writing style.</p> <p>Work with the German Civil Code (BGB) starts with its General Part (declaration of intent, formation and validity of legal transactions, representation, formal requirements, limitation periods, the principle of abstraction) and continues into the Special Part (overview of the various types of contract, fundamentals of the law governing general terms and conditions, consumer protection law).</p> <p>Another major focus is breach of contract in its different forms (default, malperformance, breach of ancillary obligations and liability for third-party conduct). The module also introduces the basics of tort law as well as the law governing partnerships and corporations. Finally, an overview of private international law is given including the basic application of the Rome I Regulation of the European Union.</p> <p>The theoretical content is continuously applied in practice through case studies, using the acquired legal case-solving technique in order to reinforce understanding through direct application.</p>			
2	<p>Learning outcomes</p> <p>Students understand the legal framework necessary for a comprehensive understanding of business operations. They possess foundational knowledge of civil law in the area of contract law (particularly sales law) and its related aspects, including the law on breach of contract, tort law, as well as company law and private international law. Students are able to independently classify and interpret the relevant legal relationships and structures. They also have an overview of current legal developments at the intersection of law and economic matters. Finally, they acquire relevant knowledge of the legal implications within the scope of standard business operations.</p> <p>Students are able to assess fundamental relationships in business law. They understand that addressing legal issues in business practice today is by no means solely the responsibility of</p>			

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	<p>legal professionals, but increasingly a key concern for business economists as well. With their knowledge of legal case analysis techniques, students are capable of applying these methods during actual contract negotiations and independently resolving arising legal issues. Thanks to their acquired legal knowledge, they are able to avoid typical mistakes in contract negotiation and drafting and can prevent potential liability risks from the outset.</p> <p>Students are familiar with the content and significance of the legal framework in business practice. As a result, they are not forced to rely exclusively on external legal advisors but possess their own awareness of legal risks and can recognize potential issues at an early stage.</p> <p>In cases where complex legal issues require collaboration with an internal legal department or external legal advisors, students are able to communicate effectively using appropriate legal terminology. From the outset, they demonstrate a deeper understanding of legal perspectives and actively contribute to problem-solving, rather than leaving the outcome solely in the hands of others.</p> <p>Students can independently analyze legal issues in business contexts using their subject knowledge and case analysis techniques, drawing on relevant literature and case law. They are able to contribute to contract design in a risk-minimizing way and to present their findings as a basis for decision-making or to discuss them in detail with the legal professionals involved.</p>
<p>3</p>	<p>Teaching and learning methods</p> <p>The module content is delivered through small-group teaching formats (on campus or in a virtual classroom). The teaching sessions are designed to be interactive; for example, discussions are conducted and case studies are analyzed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>
<p>4</p>	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>

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Management Accounting | Internes Rechnungswesen

Module code BADU_WS25_BWL3_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%

1	<p>Content</p> <p>This module addresses the core principles of managerial accounting in a broad sense and serves to provide internal business information that supports, informs, and monitors corporate decision-making. These insights are derived from financial accounting data, which are processed through cost accounting, performance analysis, and investment appraisal. Theoretical concepts are deepened through real-world business examples and case studies.</p> <p>In the unit “Investment and Finance,” various static and dynamic investment appraisal methods that form the basis for corporate investment decisions, including financing aspects relevant to the evaluation of investment alternatives, are discussed. Corporate investment decisions are assessed based on economic efficiency criteria. After introducing key financial terminology and basic financial concepts, the module presents and critically examines static investment appraisal methods such as cost comparison, profit comparison, return-on-investment, and payback period approaches, while also discussing their limitations, particularly their disregard for the time value of money.</p> <p>To prepare students for the increasingly significant application of dynamic investment methods in practice, the concept of the time value of money is introduced as the “exchange rate of time” and is explained through practical examples. Building on this foundation, dynamic investment appraisal techniques such as the net present value method, annuity method, and internal rate of return are explored in depth and analyzed through applied examples.</p> <p>The module covers key aspects of finance, including corporate finance and further aspects relevant to investment-related decisions. This includes an examination of financing principles, the distinction between internal and external financing, the characteristics of equity and debt financing, maturity structures, and cost structures. This unit concludes with a discussion on the economics of interest, exploring the determinants of interest rates, the impact of monetary policy on investment decisions, and the significance of the yield curve.</p> <p>The unit “Cost and Performance Accounting” focuses on the foundations of cost identification and cost allocation within companies, as well as on determining business performance. The relevance of cost information for internal decision-making is illustrated through practical application exercises. Following an introduction to basic accounting principles, the module conveys the theoretical foundations of cost accounting, including essential terminology, underlying principles, and the general structure of cost systems. This is followed by a thorough explanation of cost type accounting, including cost classification and data collection, as well as cost center accounting with methods such as the cost allocation sheet, step-ladder</p>
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	<p>method, and equation-based approaches. The unit also covers cost object accounting, including division, equivalence number, surcharge, and joint cost calculations, as well as the cost of sales and total cost methods.</p> <p>The module concludes with an overview of different cost accounting systems, differentiated according to their temporal orientation and the scope of cost coverage.</p>
2	<p>Learning outcomes</p> <p>After successfully completing the module, students have basic knowledge of the interaction of operational and planning processes in the sub-areas of management accounting, of the main methods and techniques of cost and profitability accounting as well as financial management in terms of investment decision making and financial budgeting.</p> <p>This knowledge enables students to make decisions regarding the economic use of production factors.</p> <p>Students will be able to apply the necessary methods and techniques in the context of managerial accounting and also face new and unfamiliar technical challenges.</p> <p>They are able to consider complex problems of cost accounting, profitability measurement, and investment decision making in an integrative manner and to develop adequate solutions for practical applications.</p>
3	<p>Teaching and learning methods</p> <p>To convey the module content, sessions are held in small groups (on campus or in a virtual classroom). These lectures are designed to be interactive. Case studies are worked on, and exercise tasks are completed in small-group work.</p> <p>Participants are provided with lecture slides that include references to the relevant academic literature.</p> <p>To support learning, instructional videos are used to explain, reinforce, and illustrate key content through practical examples. In addition, students receive a range of written and audiovisual study materials – including scripts, textbooks, and podcasts – as well as exercises and review questions to support self-assessment and monitor learning progress.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: <i>Business Mathematics</i> and <i>Financial Reporting</i> modules</p>

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Management & Marketing of Destinations | Destinationsmanagement & -marketing

Module code BADU_WS26_HM05_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module focuses on destinations as central elements and the basis of tourism. It shows the conditions that shape them and how they should be analyzed, managed, and marketed. The aim is to illustrate the importance of destinations and natural and cultural areas as the basis for the success of tourism and how these (and tourism as a whole) are influenced and controlled.</p> <p>To this end, the concept of a destination is first explained and defined in terms of geographical, tourist, demand, and supply aspects. This is followed by the organization (DMO) and structural and interaction analysis of destinations.</p> <p>Selected types of tourist destinations (including urban and rural, beach and seaside, high mountain destinations, adventure and consumer worlds, etc.) illustrate the concept of a destination.</p> <p>After explaining the basic concepts and tasks of tourism geography, an introduction to the concept of destination as the central sphere of influence of tourism follows. Subsequently, the spatial effects of tourism in economic, socio-cultural, and ecological terms are discussed, and possibilities for measuring and tracking tourism and travel flows are presented.</p> <p>Tourism policy is presented as a cross-cutting political task. The focus here is on the significance, legitimacy, tasks and challenges, goals and strategies, and actors (state, interest groups, political parties) of tourism policy. This is followed by the levels of action (international, supranational, national, regional, and local) and selected fields of action (e.g., environment, spatial planning, development, economy, international agreements) of tourism policy. In addition, the impact of tourism policy from the perspective of actors is addressed and discussed.</p> <p>With regard to destination management, brand building is first presented as a strategic starting point (reorganization). This is followed by methods of brand management and brand control (building attractiveness), perception control, and the management of contact points.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ recognize the benefits of destinations, destination management, tourism policy, and relevant organizations and institutions for their own business 			

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	<ul style="list-style-type: none"> ▪ are familiar with tools and skills for differentiating, analyzing, and evaluating destinations and their effects, as well as the current framework conditions that shape a destination ▪ are aware of the specific characteristics of the actors and institutions in different destinations and are able to work with them in a structured manner ▪ are able to strategically and operationally analyze and optimize destinations in terms of management and marketing issues
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Module <i>Tourism Management & Operations Management in Tourism</i> and <i>Tourism Marketing</i></p>

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Marketing Research | Marktforschung

Module code BADU_WS25_MAFO_e	Semester 4	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>Students gain insights into decision-making in marketing (and other business areas), with a particular focus on sustainability-related issues in the B2C sector. They are introduced to the fundamentals of modern market research and selected qualitative and quantitative methods, such as individual and group interviews, observation, experimentation, sampling, questionnaire design, as well as specialized research approaches like online panels, the use of synthetic data, ethnography, and design thinking. Students independently design a research plan, implement it, and present their findings. In doing so, they explore the support potential of artificial intelligence in both desk and field research, critically evaluating ready-to-use tools. Key elements of this module include:</p> <ul style="list-style-type: none"> ▪ Relevance of market research for marketing decisions ▪ Phases of the market research process ▪ Qualitative and quantitative methods of market research ▪ Potential of artificial intelligence ▪ Relevance of neurophysiological data ▪ Collection, analysis, and presentation of qualitative and quantitative data ▪ Outlook on the future of market research 			
2	<p>Learning outcomes</p> <p>Students are able to assess the role and functions of market research in marketing, as well as to structure and apply the process of a market research project.</p> <p>They are equipped to analyze market research methods in terms of their suitability for specific marketing problems, evaluate application limitations, and assess the quality of market research results.</p> <p>In addition, they are capable of critically understanding and evaluating the potential of digital tools and artificial intelligence.</p>			
3	<p>Teaching and learning methods</p> <p>The module content is delivered through small-group teaching formats (on campus or in a virtual classroom). The teaching sessions are designed to be interactive and are enriched with learning videos, guest lectures, and discussions.</p> <p>Students plan and conduct their own market research project and present the results. They are provided with lecture slides, including references to the relevant literature.</p>			

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4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Marketing basics (as part of the <i>Introduction to Business Administration</i> module) and <i>Statistics</i> module
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Market-oriented Hospitality Management | Marktorientiertes Hospitalitymanagement

Module code BADU_WS26_HM06_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module combines and link the students' previous knowledge, including that gained in other, E.g. generic, modules, and provides an overview of the entrepreneurial, market-oriented concept (E.g. business model) and management of a hospitality business.</p> <p>On the one hand, this creates a holistic understanding of the requirements and framework conditions of economic activity and the integrated management of a service company in the hospitality industry. On the other hand, it also links businesses beyond the traditional hospitality industry and special forms of the hospitality industry as well as types of businesses in the leisure and catering industries. This means that large airports, large amusement parks, chain restaurants, and other forms of hospitality and catering can also be considered as case studies.</p> <p>Furthermore, the market-oriented perspective is also discussed in relation to fundamental ethical questions of profit-making and the requirement for resource-related efficiency on the one hand, and their consequences for customers and employees on the other. This is intended to stimulate students' analytical skills and critical thinking.</p> <p>For this purpose, and also to strengthen students' independence, communication skills, and critical thinking abilities, the module is taught in seminar form, i.e., students receive an introduction at the beginning as well as their specific assignments/presentation topics and then contribute to the seminar content with their presentations. Their contributions are also discussed in plenary sessions and evaluated professionally.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ identify, present, and evaluate business concepts and processes in a critical, analytical, and comprehensible manner ▪ understand and analyze economic activity in its entirety ▪ evaluate entrepreneurial activity in a coherent and differentiated manner with regard to corporate goals, customer expectations, and the requirements of employees and other relevant stakeholders, and are also able to incorporate sustainability issues and corporate and social responsibility (CSR) in the hospitality industry ▪ justify and defend their own positions well and in a focused manner 			

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3	Teaching and learning methods To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: All modules from the first two semesters

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Micro- & Macroeconomics | Mikro- & Makroökonomie

Module code BADU_WS25_VWL1_e	Semester 6	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>This module introduces the principles of economic thinking. Students explore both microeconomic and macroeconomic relationships. A strong emphasis is placed on the interplay between economic theory and empirical reality throughout the module.</p> <p>Microeconomics: In the microeconomics component, the focus is on the optimization behavior of households and firms, as well as the interaction between buyers and sellers in markets. The module discusses various market structures, including perfect competition, oligopoly, monopolistic competition, and monopoly. Students also examine under which conditions markets are efficient and how economic policy measures can influence market outcomes. Using elasticity concepts, the effects of price and income changes on supply and demand across different markets are analyzed.</p> <p>The microeconomics section is structured as follows:</p> <ul style="list-style-type: none"> ▪ Introduction to microeconomics ▪ Theory of consumer choice ▪ Theory of production and costs ▪ Market equilibrium, market forms, and market structures, particularly perfect competition, oligopoly, monopolistic competition, and monopoly ▪ Welfare theory ▪ Market failure and government interventions, including taxes, price ceilings, and price floors <p>Macroeconomics: The macroeconomics component addresses aggregate economic phenomena such as inflation, economic growth, and unemployment. It analyzes the relationships between key macroeconomic variables and explores the impact of monetary and fiscal policy on economic indicators. The distinction is made between short-term (cyclical) developments with sticky prices and long-term (structural) developments with flexible prices.</p> <p>The macroeconomics section is structured as follows:</p> <ul style="list-style-type: none"> ▪ The monetary system and measurement of inflation ▪ National accounts, gross domestic product (GDP), and economic growth ▪ Globalization and value chains ▪ Exchange rate regimes ▪ Saving, investment, and the financial system ▪ Banking system and control of the money supply ▪ Goods market and money market ▪ IS-LM model ▪ Aggregate supply and aggregate demand 			

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	<ul style="list-style-type: none"> ▪ Effects of monetary and fiscal policy in the short and long run
2	<p>Learning outcomes</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> ▪ Analyze and interpret economic relationships based on established models. ▪ Apply the abstract reasoning skills acquired through micro-level analysis to higher levels of economic aggregation. ▪ Discuss the influence of legislation, central banks, and government on the economy. ▪ Identify interrelations within theoretical models and apply the insights gained to current economic policy contexts. ▪ Formulate a well-founded and nuanced personal opinion on current economic issues and argue their position convincingly in discussions with peers and other professionals.
3	<p>Teaching and learning methods</p> <p>The module content is delivered through small-group teaching formats (on campus or in a virtual classroom). Lectures are conducted in an interactive manner using PowerPoint presentations, and exercise tasks are carried out during class in collaborative small-group work.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: <i>Business Mathematics</i> and <i>Statistics</i> modules</p>

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Principles of Hospitality Industry | Einführung in die Hotellerie und Gastronomie

Module code BADU_WS26_HM02_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The hotel industry is one of the core industries in tourism and reflects the highly international nature of the entire tourism sector. The module content initially focuses on key forms and types of operations within the international hospitality industry, as well as important institutional, technical, and legal framework conditions.</p> <p>In addition to the operational units of a hotel company, such as reception, purchasing, or guest relations, the other service areas of a hotel company and the “classic” product and service range of the hospitality and catering industry are presented with the respective business management content, areas of responsibility, processes, and interrelations.</p> <p>In addition, institutions and special features, the market, the market environment and participants as well as important companies or networks and current developments, are presented and discussed application-oriented. with the students.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ have a clear understanding of the significance, scope, structure, and functioning of the international hospitality market ▪ are familiar with key areas, forms, structures, concepts, and models of hospitality businesses ▪ have acquired basic knowledge of hotel management and marketing ▪ are familiar with the operations of a hotel business (reception, front office, purchasing/logistics, F&B, etc.) 			
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>			
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p>			

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	Recommended prior knowledge: None
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Reflection on Practical Experience 1 (Hospitality as a Service Industry) | Praxisreflexion 1 (Das Hotel als Dienstleistungsbetrieb)

Module code BADU_WS26_HMP1_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Report (1,500 words)		Weight of the mark in the final grade 2.78 %
1	<p>Content</p> <p>The practical phases completed during the dual study program give students insight into the requirements of the working world and confront them with socialization aspects, professional problem areas, and different work requirements in practice. In addition, theoretical knowledge and experience acquired during the course of study can be applied in practice. The practical phases during the dual study program are carried out in professional fields that are specific to the degree program.</p> <p>Details regarding the structure of the practical phases are regulated by the guidelines for the structure of professional practical activities.</p> <p>In Practical Reflection 1 students are required to reflect on the basic knowledge of business administration they have acquired in the context of their specific company. They should understand knowledge in a company-specific situation and become familiar with initial work and problem-solving methods. The following tasks must be taken into account here:</p> <p>Analysis and description of the organization of the practice company</p> <ul style="list-style-type: none"> ▪ Size (turnover/employees) of the company ▪ Legal form of the company ▪ Location of the company ▪ Organizational structure of the company ▪ Number, names, and type of departments ▪ Structure (line or matrix approach) ▪ Staff departments ▪ Own role (position, function, tasks, etc.) in the company 			
2	<p>Learning outcomes</p> <p>With regard to the educational objectives of the degree program, Practical Reflection 1 primarily teaches initial transfer skills and methodological skills in the field of service management, which cannot be achieved at the “theoretical” level alone. A sound practical experience base is created through independent action and the application of theoretical knowledge. The process-oriented nature of the field is to be experienced in one's own professional activities.</p> <p>After successfully completing the module, students will be able to:</p>			

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	<ul style="list-style-type: none"> ▪ anticipate the effects of their own actions and behavior as well as the effects of external conditions on a company's performance process and the resulting consequences ▪ apply acquired specialist knowledge and basic management methods to a specific field of work and review their applicability ▪ reflect on one's own role in the overall context of a complex service business ▪ critically reflect on their own communication, relationship, and self-management skills
3	<p>Teaching and learning methods</p> <p>Introductory session and individual support for students by a lecturer</p>
4	<p>Participation requirements</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Introduction to General Business Administration Module</p>

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Reflection on Practical Experience 2 (Service Management in Hospitality) | Praxisreflexion 2 (Dienstleistungserstellung in der Hotellerie)

Module code BADU_WS26_HMP2_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 2.78 %
1	<p>Content</p> <p>The practical phases completed during the dual study program give students insight into the requirements of the working world and confront them with socialization aspects, professional problem areas, and different work requirements in practice. In addition, theoretical knowledge and experience acquired during the course of study can be applied in practice. The practical phases during the dual study program are carried out in professional fields that are specific to the degree program.</p> <p>Details regarding the structure of the practical phases are regulated by the guidelines for the structure of professional practical activities.</p> <p>In Practical Reflection 2, students are required to reflect on the basic knowledge they have acquired in business administration and service management against the background of their specific corporate context. They should apply their knowledge to a company-specific situation, deepen their understanding of initial working and problem-solving methods, and reflect on and concretize their application. The following tasks must be taken into account:</p> <p>Outline the value chain of the practice company</p> <ul style="list-style-type: none"> ▪ Procurement processes ▪ Service provision processes (production, services) ▪ Sales processes ▪ Reflection on potential problems and conflicts that arise at work and, above all, in service provision, as well as solutions 			
2	<p>Learning outcomes</p> <p>With regard to the educational objectives of the degree program, Practical Reflection 2 primarily provides initial examples of how to apply transfer skills and methodological skills in the area of service creation, which cannot be achieved at the “theory” level alone. Through independent action and the application of theoretical knowledge, a solid foundation of practical experience is created. Students should experience the process-oriented nature of their own professional activities.</p> <p>After successfully completing the module, students will be able to:</p> <ul style="list-style-type: none"> ▪ apply and reflect on acquired specialist knowledge and methods of service management 			

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	<ul style="list-style-type: none"> ▪ apply learned planning and working techniques of value creation management ▪ transfer learned specialist knowledge and marketing methods to a specific field of work and check their applicability ▪ develop and apply strategic and practical problem-solving skills
3	<p>Teaching and learning methods</p> <p>Introductory session and individual support for students by a lecturer</p>
4	<p>Participation requirements</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Introduction to General Business Administration Module</p>

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Reflection on Practical Experience 3 (Market-oriented Hotel- & F&B-Marketing) | Praxisreflexion 3 (Marktbezogenes Hotel-/F&B-Management)

Module code BADU_WS26_HMP3_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Report (approx. 1,500 words)		Weight of the mark in the final grade 2.78 %
1	<p>Contents</p> <p>The practical phases completed during the dual study program give students insight into the demands of the working world and expose them to socialization aspects, professional problem areas, and different work requirements in practice. In addition, theoretical knowledge and experience acquired during the program can be applied in practice. The practical phases during the dual study program are carried out in professional fields that are specific to the degree program. Details regarding the structure of the practical phases are regulated by the guidelines for the structure of professional practical activities.</p> <p>In Practical Reflection 3, students are required to reflect on the business administration knowledge they have acquired and specific knowledge and its application, particularly in the area of service marketing, against the backdrop of their specific corporate context. They should understand knowledge in a company-specific situation and learn in-depth work and problem-solving methods. The following tasks must be taken into account:</p> <p>Description of the marketing of the practical company</p> <ul style="list-style-type: none"> ▪ Market, especially target groups and B2B customers ▪ Market environment (microanalysis) ▪ Marketing mix ▪ Integration into destination marketing ▪ Brand management (if applicable to the business) 			
2	<p>Learning Outcomes</p> <p>With regard to the educational objectives of the degree program, Practical Reflection 3 primarily teaches transfer skills and methodological skills in the field of market-oriented service marketing, which cannot be achieved at the “theoretical” level alone. Through independent action and the application of theoretical knowledge, a sound practical experience base is created. The process-oriented nature of the field is to be experienced in one's own professional activities.</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> ▪ to understand and utilize the organizational structure and orientation of the company, particularly with regard to demand 			

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	<ul style="list-style-type: none"> ▪ to position and permanently establish a destination as a competitive unit on the market through the influence and cooperation of third parties, especially public actors (politics/administration) and tourism industry networking. ▪ developing and implementing appropriate strategies for marketing hospitality offerings, taking into account the industry-specific characteristics of the requirements and approaches involved. ▪ understand and explain the company's marketing mix ▪ understand and explain the company's sales and customer loyalty strategy ▪ understand the brand strategies of the products sold by the company
3	<p>Teaching and Learning Methods</p> <p>Introductory session and individual supervision of students by a lecturer.</p>
4	<p>Prerequisites</p> <p>Formal requirements: None</p> <p>ecommended prior knowledge: Introduction to general business administration and the modules from the field of tourism and hotel management from the first three semesters</p>

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Reflection on Practical Experience 4 (Market-oriented Hotel- & F&B-Management) | Praxisreflexion 4 (Marktbezogenes Hotel-/F&B-Management)

Module code BADU_WS26_HMP4_e	Semester 4	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Presentation (approx. 45 min.)		Weight of the mark in the final grade 2.78 %
1	<p>Contents</p> <p>The practical phases completed during the dual study program give students insight into the demands of the working world and expose them to socialization aspects, professional problem areas, and different work requirements in practice. In addition, theoretical knowledge and experience acquired during the program can be applied in practice. The practical phases during the dual study program are carried out in professional fields that are specific to the degree program. Details regarding the structure of the practical phases are regulated by the guidelines for the structure of professional practical activities.</p> <p>In Practical Reflection 4, students are required to reflect on the business administration knowledge they have acquired and specific knowledge in service management, particularly in the hospitality industry, against the backdrop of their specific corporate context. They should understand knowledge in a company-specific situation and become familiar with initial work and problem-solving methods. The following tasks must be taken into account:</p> <ul style="list-style-type: none"> ▪ Market-oriented and resource-efficient production in hospitality services ▪ Value creation approaches ▪ Management of value chains ▪ Personnel development and management ▪ Purchasing management ▪ Real estate management 			
2	<p>Learning Outcomes</p> <p>With regard to the educational objectives of the degree program, the Practical Reflection 4 module primarily teaches transfer skills and methodological skills in the field of hotel management, which cannot be achieved at the “theory” level alone. Through independent action and the application of theoretical knowledge, a sound practical experience base is created. The process-oriented nature of the field is to be experienced in the students' own professional activities.</p> <p>Upon successful completion of the module, students will be able to:</p>			

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	<ul style="list-style-type: none"> ▪ to understand, utilize, and maintain an overview of the company's organizational structure ▪ Recognize, represent, and reflect on their own role within the company organization ▪ critically develop their own communication, relationship, and self-management skills ▪ further develop their own professional identity by engaging with the technical and ethical understanding of the company's activities ▪ understand the strategic orientation of the company with regard to the importance of customers ▪ enter into professional relationships with people from different backgrounds and hierarchical levels ▪ manage supply chain processes
<p>3</p>	<p>Teaching and Learning Methods Introductory session and individual supervision of students by a lecturer.</p>
<p>4</p>	<p>Prerequisites Formal requirements: None Recommended prior knowledge: Introduction to General Business Administration and human resources, organization & change modules, as well as modules from the field of tourism and hotel management from the first three semesters.</p>

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Revenue Management | Revenuemanagement

Module code BADU_WS26_HM08_e	Semester 4	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module presents the essential fundamentals of revenue management, especially capacity control, the necessary analysis, control, and support tools, and corresponding project management tools. In addition, the necessary internal and external interfaces and data content are discussed and, at the end, brought into a holistic view of the revenue management system and its integration into the company and the market.</p> <p>In addition to technical and marketing-related concepts, systems, and operations, the module also focuses on deepening and operationalizing customer-oriented corporate alignment and market development with a focus on maximizing sales and profits to ensure the company's continued existence.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ recognize the meaning of systematic revenue management for incoming business and optimizing the company's earnings ▪ understand the function of revenue management in itself and in interaction with other areas of the company and its databases ▪ are able to understand and apply revenue management control and the necessary data and control guidelines ▪ are aware of the importance of marketing and sales measures for effective revenue management and are able to select appropriate measures based on revenue 			
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>			
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: All modules from the first three semesters</p>			

Scientific Methods (including Calculation Software)| Wissenschaftliches Arbeiten (inkl. Kalkulationssoftware)

Module code BA_WS25_Skills4_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Partial examinations during course		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The object of the module is to lay the foundations of autonomous scientific work. The module is divided into components, meaning it can also be conceived as a lecture series.</p> <p>The module covers the following components:</p> <ul style="list-style-type: none"> ▪ Scientific theory (principles, basic pathways to knowledge, critical rationalism, theory-critical research approach), ▪ Operationalization of research questions, data collection methods, data interpretation, ▪ Basic economic theories (among them neoclassical concept, behavioral science approach, decision theory approach, management concepts, neo-institutional concept), ▪ Learning techniques and time management (including SQ3R, GTD, ALPEN, speed reading, GSP, Eisenhower Method, milestones principle, to-do lists), ▪ Creation of texts using argumentation techniques (including structure of outlines as well as logical argumentation), literature preparation and text analysis (including source referencing, discussion of conflictive opinions), ▪ Formal requirements of scientific work according to the ISM's Notes on Editing Written Papers (Formal Requirements), ▪ Literature research (including OPAC, WISO, Proquest, Statista as well as ISM library and major local libraries), ▪ Literature administration (Citavi). <p>The module also provides a sound knowledge of standard software applications. Knowledge of common calculation software enables students to carry out quantitative analyses independently, create reports and process results graphically in a way that supports the content.</p> <p>The following components are taught:</p> <ul style="list-style-type: none"> ▪ Basics and importance of spreadsheet programmes using Excel as an example and how they work (including the structure of a worksheet and basic functions), ▪ References and functions (including date-time, text, logical references, reference, statistical functions, matrix, financial mathematical functions), 			

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	<ul style="list-style-type: none"> ▪ Figures and diagrams ▪ Pivot tables (including creating, formatting and calculating)
2	<p>Learning outcomes</p> <p>Students possess a wide knowledge with respect to scientific theory and practical skills for the conception of scientific works. Students are able to prepare scientific work autonomously, formally and with argumentative confidence as well as to obtain and evaluate the necessary literature. They are able to apply methods of time management and learning techniques to successfully conclude scientific work. They can create written papers using text processing and literature administration programs.</p> <p>Students have an overview of the key issues of information technology in companies. They are able to recognize the possibilities, but also the potential dangers of modern information systems and make decisions about their use in the professional environment. They know the importance of spreadsheet programs and are familiar with Excel in detail. By using Excel, they are able to analyze business problems and find solutions.</p>
3	<p>Teaching and learning methods</p> <p>The module content is delivered in small-group sessions (on campus or in a virtual classroom). These sessions are designed to be interactive and include elements such as discussions and practical exercises.</p> <p>Additionally, students are required to work on online content and digital exercises in self-study.</p> <p>Participants are provided with lecture slides, which include references to the relevant academic literature.</p> <p>To support the learning process, instructional videos are used to explain, reinforce, and illustrate key concepts through practical examples. Additionally, students have access to a range of written and audiovisual study materials, such as scripts, textbooks, and podcasts, along with exercises and review questions to support self-assessment and monitor learning progress.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>

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Self-Management & Leadership | Selbstmanagement & Mitarbeiterführung

Module code BADU_WS25_FHR_e	Semester 7	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The <i>Self-Management & Leadership</i> module provides a comprehensive overview of key aspects of leadership and addresses both theoretical foundations and their practical application. Students develop a deep understanding of the factors influencing effective leadership and acquire competencies in self-management, employee motivation, and the application of various leadership approaches. In addition to theoretical engagement, they have the opportunity to actively test leadership concepts and reflect on their own role as a leader. Through interactive exercises and practical case studies, the acquired knowledge is directly applied and deepened. The module consists of three key focus areas that together create a comprehensive understanding of the subject:</p> <p>I. Perception, Self-Regulation & Communication (approx. 30%)</p> <p>Leadership begins with oneself. In this section, students learn how perception, communication, and self-regulation influence their ability to lead employees. Fundamental aspects of perception and potential distortions (e.g., halo effect, confirmation bias, attribution errors) are examined, as well as communication models, particularly the Four-Ears Model by Schulz von Thun, and their relevance to leadership roles. Additionally, the influence of personality on leadership behavior is reflected upon, with the Big Five model serving as a basis for personality analysis. The role of competencies in effective leadership is also discussed.</p> <p>II. Fundamentals of Leadership & Employee Motivation (approx. 30%)</p> <p>Why do people follow a leader? This section examines the key factors of leadership, including the significance of power and influence, as well as different concepts of human nature that shape leadership behavior. The distinction between management and leadership is explored, alongside various approaches to employee motivation. Classical and modern concepts are covered, particularly content theories (e.g., Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Learned Needs) and process theories of motivation (e.g., Vroom's Expectancy Theory, Locke's Goal-Setting Theory), which are essential for successful leadership practice. Additionally, the role of intrinsic motivation is further explored, incorporating elements of Deci & Ryan's Self-Determination Theory and Csikszentmihalyi's Flow Theory.</p> <p>III. Leadership Theories & Models (approx. 40%)</p> <p>Finally, core leadership theories and models are covered, providing various perspectives on effective leadership. From trait and behavioral theories to transformational and transactional leadership, as well as situational and agile leadership approaches, a broad spectrum of theoretical foundations is conveyed. Students critically engage with these approaches and</p>			

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	reflect on their applicability in organizational contexts, considering the dynamics of modern organizations.
2	<p>Learning outcomes</p> <p>Upon successful completion of the module, students will have acquired:</p> <ul style="list-style-type: none"> ▪ Competence in Self-Management: They understand the importance of perception, self-regulation, and communication for leadership practice. They can recognize perception biases, reflect on their effects, and systematically develop their communication skills. Furthermore, they are capable of analyzing the influence of personality on leadership behavior and identifying relevant competencies for effective leadership. ▪ Understanding of Leadership Fundamentals & Motivation: Students are familiar with key concepts of power, concepts of human nature, and the distinction between management and leadership. They have knowledge of fundamental motivation theories and can evaluate the significance of intrinsic and extrinsic motivation for leadership practice. Moreover, they can critically reflect on the application of motivation theories to real leadership situations. ▪ Knowledge of Leadership Theories & Models: Students understand and can apply key leadership theories, including trait and behavioral theories, transformational and transactional leadership, as well as situational and agile leadership approaches. They can evaluate the strengths and weaknesses of different models in various organizational contexts. Additionally, they develop initial approaches to their own leadership behavior and recognize preferences for different leadership styles, allowing them to consciously shape their future role as a leader.
3	<p>Teaching and learning methods</p> <p>To convey the module content, sessions are held in small groups (on campus or in a virtual classroom). The lectures are designed to be interactive, incorporating discussions and exercises. Case studies and practical scenarios are used to facilitate the transfer of theoretical concepts into real business contexts.</p> <p>Additionally, digital tools are utilized to conduct quizzes and surveys that assess students' understanding and enhance engagement. Participants are provided with lecture slides, including references to the relevant literature.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: <i>HR, Organization & Change</i> module</p>

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Statistics | Statistik

Module code BADU_WS25_Sta_e	Semester 3	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p><i>Statistics</i> provides methods for the structured presentation, analysis and interpretation of economic relationships. Descriptive statistics familiarizes students with the relevant scale levels. Depending on different types of data, the standard set of statistical indicators is developed and the respective fields of application are discussed using practical examples. Inductive statistics introduces test theory and develops the basic correlation and difference tests. The following topics are covered in detail, each with economic applications:</p> <ul style="list-style-type: none"> ▪ Key statistical figures ▪ Distributions ▪ Probability ▪ Test theory ▪ Measures of association ▪ Distribution tests ▪ Difference tests ▪ Linear regression 			
2	<p>Learning outcomes</p> <p>Students have basic statistical knowledge, which is essential for understanding the business administration and economics lectures in their further studies as well as for later professional practice.</p> <p>Depending on the problem situation and the data situation, they are able to independently select suitable statistical methods and assess their usefulness for the problem. They can apply the selected methods and procedures professionally and appropriately, evaluate them and interpret the results. They are able to answer practice-relevant questions independently.</p> <p>Students will be able to familiarize themselves independently with further topics using additional literature and e-learning opportunities, depending on their future needs.</p>			
3	<p>Teaching and learning methods</p> <p>The module content is delivered through small-group teaching formats (on campus or in a virtual classroom). The module is designed to be interactive. Exercises are carried out. The lecture is accompanied by a tutorial in which students carry out exercises.</p> <p>Participants are provided with lecture slides, including references to the relevant literature. To convey the module content, learning videos are provided that explain and deepen the content and illustrate it with examples. Written and audiovisual study materials (scripts,</p>			

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	textbooks, podcasts), as well as exercises and review questions to monitor learning progress are also provided.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Strategic Hospitality Management | Strategisches Hotelmanagement

Module code BADU_WS26_HM04_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Term paper (approx. 4,500 words)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module focuses on the management tools, which are necessary for strategic planning and control of hotels, and especially their application to the planning and operation of a hospitality company. Doing so, the module is focusing on the strategic orientation of companies in the hotel industry, i.e., analysis, strategic conception, and strategic control.</p> <p>on the main fields of interest are the core functions of a hotel company, such as marketing, sales, finance, human resources, purchasing, and real estate operations. Based on these, students are introduced to strategic issues, objectives, and procedures of strategic and integrative management of a hotel business.</p> <p>By also addressing current trends in hotel management, the content remains relevant to the dynamic environment of the hotel industry.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ are skilled in strategic analysis in the hospitality industry ▪ have broad hotel-specific knowledge, including scientific fundamentals ▪ can take into account key strategic and application requirements of the industry in planning and management ▪ can independently carry out strategic planning and management, for example in product and location development or in marketing and sales for hotel companies. 			
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to the relevant literature.</p>			
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Introduction to the <i>Principles of Hospitality Industry</i> module, <i>Introduction to Business Administration</i> module</p>			

Strategic Management | Strategisches Management

Module code BADU_WS25_StM_e	Semester 5	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Written exam (120 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The module <i>Strategic Management</i> provides a holistic and integrative perspective on corporate value creation by addressing the fundamentals of corporate management and the core elements of strategic management. Students will develop an understanding of the interconnections between strategic management, leadership and motivation, as well as innovation and growth management, alongside the opportunities and limitations of digital transformation.</p> <p>The aim of the module is to equip students with essential knowledge of corporate management and to ensure a unified understanding of the core principles of modern management. Both theoretical and analytical-methodological foundations of management are covered.</p> <p>The module begins with an overview of the history and theory of strategic management, which is then reflected upon in practical contexts using case studies such as Microsoft. The lecture then focuses on tools for strategic analysis and strategy development, including gap analysis, SWOT analysis, industry structure analysis, portfolio theory (e.g., BCG and McKinsey matrices), 7S analysis, generic competitive strategies, Blue Ocean Strategy, and internal and external growth strategies. The use and relevance of these tools are explored as part of a typical strategy development process and practiced through case studies.</p> <p>A particular emphasis is placed on addressing the challenges of digitalization. In this context, the module offers a compact overview of the most relevant current strategy tools and provides guidance for their selection, design, and implementation. Tools such as corporate venturing, lean start-up, agile management, intrapreneurship, and design thinking are presented through practical examples and linked to overarching corporate strategy.</p> <p>The module also focuses on the role of strategic management in international business environments and on recent developments in corporate ecosystems, placing emphasis on new methods, theoretical frameworks, international industry perspectives, and case studies. The goal is to learn from a wide range of international and innovative entrepreneurial ecosystems.</p> <p>Particular attention is given to the integration of ecological, social, and economic dimensions into corporate strategy. The module addresses methods for reducing environmental impacts, ethical business practices, and long-term value creation. Sustainability and social entrepreneurship are highlighted as essential to safeguarding resources for future generations and enhancing corporate resilience to environmental and social challenges.</p> <p>The module provides students with both the most relevant and up-to-date theoretical concepts and the ability to apply these concepts to real-world cases. All areas of the module</p>			

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	involve a strong practical component, with exercises and case studies to be completed individually or in small groups. At the same time, the module aims to foster awareness of the interconnectedness of business disciplines as a foundation for sound managerial decision-making.
2	<p>Learning outcomes</p> <p>Students understand the key steps of the strategy process, including both established and emerging tools. They are able to explain a company’s strategy process and to select and apply the appropriate instruments according to the specific problem at hand. In real-world case scenarios, they are able to identify inherent challenges and are familiar with applicable models and tools for decision-making and the implementation of strategic measures.</p> <p>Through case studies, personal competencies are broadly developed. In the case studies, which are primarily conducted as group work, students strengthen their social, leadership, and conflict resolution skills. In addition, students reflect on and enhance their own personal competencies in leadership development, with support and guidance provided for further growth.</p>
3	<p>Teaching and learning methods</p> <p>To convey the module content, sessions are held in small groups (on campus or in a virtual classroom). Within an active, student-centered learning approach, a mix of various pedagogical techniques is employed, including self-study, reflections, case studies and case study analysis, discussions, presentations, group work, and lectures.</p> <p>The module combines conceptual and experiential approaches. It includes lectures, action-based learning, problem-based and project-based learning, challenge-based learning, presentations, and collaborative group work.</p> <p>Guest lecturers from among ISM alumni, corporate partners, and academic faculty may contribute to the module. This may also include international virtual lectures. Participants are provided with lecture slides, including references to the relevant literature.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>

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Sustainability Management & Business Ethics | Nachhaltigkeitsmanagement & Wirtschaftsethik

Module code BADU_WS25_NaM_e	Semester 6	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Paper presentation. The paper presentation consists of a term paper (approx, 2,700 words) and a presentation (approx. 30 min.)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The <i>Sustainability Management & Business Ethics</i> module offers a comprehensive introduction to the core topics of sustainability and business ethics. It begins with a problem-oriented introduction to the foundations of sustainability. This is followed by a discussion of ecological, social, and economic challenges, including the principles of ecosystems, the Anthropocene era, the transgression of planetary boundaries, and the impacts of climate change. The module also addresses the various effects of climate change, intra- and intergenerational justice, the “tragedy of the commons,” economic growth, and the resilience of a global economy in times of crisis.</p> <p>The module further explores the historical development of the sustainability discourse, from its origins to the global environmental movement, along with current developments in the field of sustainability. It introduces the fundamentals of classical environmental economics, which deals with the economic aspects of environmental issues, as well as welfare economics and ecological economics, both of which are examined in detail in terms of their relevance to sustainability.</p> <p>Another focus is on the foundations of ethics and business ethics, including stakeholder theory and corporate social responsibility (CSR). Various ethical theoretical and practical models will be discussed and applied to real-world cases. The module also presents the national and international legal frameworks relevant to sustainability.</p> <p>In the section on corporate sustainability and management systems, the role of companies in advancing sustainability is discussed, including various sustainability models and the Sustainable Development Goals (SDGs). Management systems such as EMAS, ISO 14001, and ISO 26000 are also covered.</p> <p>The importance of sustainability reporting, its legal frameworks (e.g. the EU Taxonomy, CSRD and others), different reporting formats, and tools for evaluating sustainability criteria are further central topics. Various strategies for implementing sustainability in companies are introduced, including sustainability business cases, sustainable business models, and corporate sustainability strategies.</p> <p>Finally, the module addresses critiques of current sustainability concepts, including the limits to growth in contrast to green growth, and the ideas of degrowth and post-growth econom-</p>			

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	ics. The aim of this module is to comprehensively prepare students for responsible and sustainable corporate leadership by equipping them with the necessary theoretical foundations, critical reasoning and practical skills.
2	<p>Learning outcomes</p> <p>Upon successful completion of the module, students</p> <ul style="list-style-type: none"> ▪ Gained an understanding and explanation of the fundamental concepts of sustainability, including its ecological, social, and economic dimensions. ▪ Are able to apply digital tools and systems for sustainability reporting according to European and global standards, as well as to implement management systems of sustainability. ▪ Can analyze and discuss of the relevance of the UN Sustainable Development Goals (SDGs) and know about the necessity of international cooperation and global standards. ▪ Gained knowledge of ethics and business ethics, including stakeholder theory and corporate social responsibility (CSR), with consideration of international perspectives. ▪ Are able to development and evaluate sustainability strategies and business models for corporate sustainability. ▪ Can critically engage with current sustainability concepts and their limitations, including the debate between growth and post-growth economics.
3	<p>Teaching and learning methods</p> <p>To convey the module content, sessions are held in small groups (on campus or in a virtual classroom) and are complemented by online self-study elements. This creates a comprehensive blended learning environment that combines on-site interaction with self-study elements. All materials are available via an online learning platform.</p> <p>To teach the module content, learning videos are provided that explain and deepen the content and illustrate it with examples. These are supplemented by written and audiovisual study materials (scripts, textbooks, podcasts), as well as exercises and review questions to check learning progress.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: None</p>

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Taxes & Law in Tourism | Steuern & Recht im Tourismus

Module code BADU_WS26_HM11_e	Semester 6	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Term paper as group work (approx. 3,000 words per student)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>Tax and legal frameworks are highly relevant to the economic success of companies and are quite complex. This module aims to raise awareness of this issue, first discussing the basics of law and taxation and then addressing key international aspects in tourism and the hospitality industry. To achieve this, a number of particularly striking examples from the German legal system are used, primarily because Germany is considered a leader in the field of taxation and travel law in terms of complexity and literature on taxation and law.</p> <p>In addition to fundamental issues, such as hotel contracts, the seminar will focus on current changes in tourism taxation, e.g., margin taxation, as well as innovations in package travel law, which will be discussed using application-oriented case studies.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ recognize the relevance of tourism taxes and travel law ▪ understand the basic systems, procedures, and operating concepts relating to taxes and law in tourism ▪ are familiar with the key tax and legal regulations in tourism and can take these into account in their practical work. ▪ can argue in a structured manner when communicating with third parties using legal reasoning. 			
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to relevant literature.</p>			
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Modules in tourism and hospitality from the first four semesters</p>			

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Tour Operator & Travel Agencies Management | Management Re- severanstalter & -mittler

Module code BADU_WS26_HM07_e	Semester 4	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Term Paper (approx. 4,500 words)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>Tour operators are complex, people-oriented service providers. The efficient management of large, multi-stage value chains, along with knowledge and skills across extensive and differentiated functional areas, is often decisive for competitiveness and thus is a central focus of this module. The industry-specific complexity results from the heterogeneity and supra-national nature of the individual service components (such as hotel accommodation, cruises, and transportation services like flights or rental cars), their bundling and coordination, and the associated service, marketing, and liability issues.</p> <p>The aim of the module is to combine business management principles with the application of practical management processes in the development and marketing of complex and international products in order to provide students with an integrated and practical understanding as well as practical skills. At the same time, the meaning of these aspects for corporate success in business processes, that are complex, labor-intensive, and strongly influenced by competition, is highlighted.</p> <p>The module provides students with specific knowledge and skills for concrete strategic and operational action and familiarizes them in detail with the market and the work processes of tour operators and travel agents, in particular value chain management, using the example of a package tour.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ are familiar with the functioning, business models, and special features of national and international tour operators, particularly in their cooperation with service providers such as the hospitality industry and airlines. ▪ are able to recognize the challenges of tour operator management and their implications for technical development, and to develop appropriate strategies for implementing suitable solutions. ▪ are aware of the various types of travel and niche providers and corresponding trends. ▪ can efficiently organize complex cooperation networks and value chains and respond quickly and effectively to changes and new influences within global contexts 			

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	<ul style="list-style-type: none"> ▪ Use information from internal and external, specialist and interdisciplinary, national and international sources to prepare decision-making processes within the framework of tour operator management. ▪ Are familiar with the challenges of production and marketing with new technologies, e.g., online tour operators and online travel agents.
3	<p>Teaching and learning methods</p> <p>To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed.</p> <p>Participants are provided with lecture slides, including references to relevant literature.</p>
4	<p>Prerequisites for participation</p> <p>Formal requirements: None</p> <p>Recommended prior knowledge: Modules in tourism and hospitality from the first three semesters</p>

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Tourism Management & Operations Management in Tourism | Tourismusmanagement & Operations

Module code BADU_WS26_HM01_e	Semester 1	Language English	ECTS credits 5	Workload 150 hours
Intake Winter semester	Duration 1 semester	Type and duration of exam Term Paper (approx. 4,500 words)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>The aim of the module is to provide students with fundamental knowledge of the tourism industry as well as application-oriented, strategic, and operational management skills. The course first covers essential aspects of the development, significance, differentiation, objectives, framework conditions, and selected types and actors of the international tourism industry. Essential models and the specific requirements of tourism as a complex and people-based service are presented.</p> <p>Subsequently, the key areas of the tourism industry, such as hotels, flights, cruises, tour operators, travel agencies, destinations, etc., and the corresponding framework conditions and business models are presented. The special requirements of the tourism value chain and its complexity are presented from the customer's perspective and in terms of the management of complex and diverse service provider relationships and the correspondingly complex coordination involved.</p> <p>Furthermore, students gain comprehensive, practical knowledge and tools with which they can perform analyses and make fundamental definitions and distinctions, and apply these, for example, in the development of management concepts and plans.</p> <p>The "Operations" section introduces the importance of the individual components and the effective overall management of the value chain (value chain management). It covers, for example, the operational control of operations as well as supply- and demand-based capacity management (yield management) in the hotel and aviation sectors.</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ understand and classify the fundamentals of tourism economics and the economic and business significance of tourism both nationally and internationally ▪ recognize the nature and special characteristics of a complex, networked, and internationally oriented industry based on the division of labor ▪ recognize and understand company- and industry-related techniques, systems, and concepts of operational management (e.g., Total Quality Management (TQM)) in complex value chains ▪ are aware of the meaning of a more resilience-oriented approach to tourism and its stakeholders and corresponding strategies for companies 			

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3	Teaching and learning methods To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: None

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Tourism Marketing | Tourismusmarketing

Module code BADU_WS26_HM03_e	Semester 2	Language English	ECTS credits 5	Workload 150 hours
Intake Summer semester	Duration 1 semester	Type and duration of exam Group presentation (approx. 30 minutes per student)		Weight of the mark in the final grade 2.78%
1	<p>Content</p> <p>Students learn about the importance of the market-oriented tourism industry using models, economic data, concepts, and practical examples, as well as its submarkets and their specific conditions, business models, and target groups. Furthermore, they acquire comprehensive, practical knowledge and tools with which they can carry out analyses and make fundamental definitions and differentiations and apply these, for example, in the development of marketing concepts and plans. A differentiated view of national and international demand in tourism (e.g., motives, segments, and scope of typical tourist customers in the private and business travel sector) rounds off this presentation.</p> <p>In addition, the fundamentals of marketing learned are further developed in an application-oriented manner with reference to tourism. Key content includes market research, analysis, and segmentation of target groups (including segments) and markets (including destinations), such as recreational, leisure, and business travel, short-distance and long-distance travel, etc. The course covers tools and methods of market, environment, and competition analysis, strategic marketing, and aspects of brands and brand management in tourism.</p> <p>The conclusion covers operational marketing content (marketing mix).</p>			
2	<p>Learning outcomes</p> <p>Students</p> <ul style="list-style-type: none"> ▪ understand the particular importance of efficient, high-quality, customer-oriented service provision in tourism that strengthens customer loyalty ▪ understand national and international tourism markets, environments, and competition on the basis of comprehensive analyses ▪ develop personalized services that are market-oriented and marketable in order to maintain or establish competitiveness ▪ recognize and differentiate the main motives for private and business travel ▪ assign suitable tourism offers, e.g., from the hospitality industry, transport, destinations, events, and select appropriate information and distribution channels (e.g., suitable tour operators, travel agents, and media). ▪ Develop market-oriented and feasible marketing concepts and marketing plans 			

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3	Teaching and learning methods To convey the module content, classes are held in small groups (on campus or in a virtual classroom). The classes are interactive. For example, discussions are held and exercises are completed. Participants are provided with lecture slides, including references to the relevant literature.
4	Prerequisites for participation Formal requirements: None Recommended prior knowledge: Module <i>Tourism Management & Operations Management in Tourism</i>