



COURSE DESCRIPTION		
Course instructor	Jeroen Klijs, Ph.D., Full Professor, Jos van der Sterren, Ph.D., Associate Professor, Breda University of Applied Sciences	
Name of the course	Destination Development, Finance and Organisations	
Study programme	Master in Sustainable Outdoor Hospitality Management	
Status of the course	Compulsory	
Year of study	Year 1, Semester 1	
ECTS credits and manner of instruction	ECTS credits	6
	Number of class hours (L+E+S)	60 (30+0+30)
1. Course objectives		
<p>After successfully completing this course, the student will be capable of working on assignments and complex tasks in a structured, efficient and project-based way. The student will have obtained general knowledge about the economic / financial aspects of tourism (projects) and be able to understand, develop and plan tourism projects according to internationally accepted standards and structures as well as measure their (socio-economic) impact. See course outline for further details.</p>		
2. Course enrolment requirements		
None		
3. Expected learning outcomes		
<ul style="list-style-type: none"> • Know and understand the Project Cycle Management (PCM) concept and tools at both the theoretical and operational levels. • Know and understand the difference between projects and operations, and knowledge of main project objectives (managing scope, time, cost, quality, and human resources). • Know and understand managing tools / techniques to the management of projects, which is the basis/structure of the total module. • Know and understand all key stages in the preparation and implementation of projects. Focus will be on the development of knowledge on technical tools of project management as well as on implementation skills, from a stakeholder perspective (target groups, beneficiaries, local institutions and decision makers) throughout the project cycle. • Know and understand the necessary investments in tourism (projects) • Know and understand how and by who these investments are financed • Be able to explain the nature and purpose of financial statements • Be able to critically review the financial feasibility of tourism projects 		



- Gain understanding and comprehend how multilateral funding agencies (World Bank, EU, Asian Development Bank, African Development Bank, UNDP, bi-lateral donors) operate in this field.
- Gain understanding about “International Competitive Bidding” of “Tendering”.
- Know and understand the different economic impacts of tourism and their interrelatedness.
- Know and understand the different methods to measure the economic impacts of tourism and their advantages and disadvantages. The focus will be on the Input-Output model.
- Know and understand the different methods and choices related to the measurement of visitor expenditure.

4. Course content

This course deals with three topics and their interrelatedness, namely:

- Organisation and management of tourism projects

How are tourism development projects and their stakeholders organised, how do (multi-lateral) funding agencies operate, what is the role of the consultant and other stakeholders? How does a project (e.g., research) team organise and manage tourism development projects?

- Finance and investment in tourism (projects)

There is no development without finance and investment. Finance and Investment is the “oil” in the development machinery. Which investments take place in tourism (projects)? How are these investments financed and by whom?

- The economic impacts of tourism (projects)

What is the contribution of tourism (projects) to the economy of a region, in terms of output, value added, income and employment? How can this contribution be measured?

5. Manner of instruction	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> individual assignments <input checked="" type="checkbox"/> multimedia and network <input type="checkbox"/> laboratories <input type="checkbox"/> mentorship <input type="checkbox"/> other Case study
	<input checked="" type="checkbox"/> seminars and workshops	
	<input checked="" type="checkbox"/> exercises	
	<input type="checkbox"/> distance learning	
	<input type="checkbox"/> fieldwork	

6. Comments

-

7. Student responsibilities

Independent work and group work, attend classes

8. Monitoring of student work^{4F}¹

Class attendance	2	Class participation		Seminar paper		Experimental work	
Written exam	1	Oral exam		Essay		Research	0,7
Project		Continuous assessment	1,3	Report	1	Practical work	

¹ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.



Portfolio	Case study					
9. Assessment of learning outcomes in class and at the final exam (procedure and examples)						
<p>The assessment of the course is based on two individual reports, leading to a final mark.</p> <ul style="list-style-type: none"> • Report 1 is an individual “proposal” for a specific (project) organisation and its implementation and management structure as well as its budgetary implications. • Report 2 consists of two parts and contains (A) a general financial analysis (macro and/or micro) and (B) an analysis of the (expected) regional economic impacts of the event or development of their choice. 						
10. Mandatory literature (at the time of submission of study programme proposal)						
<p>Koster, K. (2009), International Project Management, Sage publications, London (essential background reading) Various hand-outs and lecture notes will be provided</p>						
11. Optional/additional literature (at the time of submission of the study programme proposal)						
<ul style="list-style-type: none"> • Turner, J.R., (2014), Handbook of Project-Based Management (3rd edition), McGraw-Hill, ISBN 978- 0-07-154974-5 (THE project manager’s handbook world-wide) • Cleland, D.I. and Ireland, L.W., Project Management, Strategic Design and Implementation (5th edition), McGraw-Hill, ISBN 987-0-07-147160 (practical handbook on the different stages of PROJECT Management) 						
12. Number of assigned reading copies in relation to the number of students currently attending the course						
<i>Title</i>					<i>Number of copies</i>	<i>Number of students</i>
Koster, K. (2009), International Project Management, Sage publications, London (essential background reading)					20	30
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences						
<p>The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.</p>						