Sveučilište u Rijeci • University of Rijeka

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COURSE DESCRIPTION	
Course instructor	Rami Isaak, Ph.D., Associate Professor, Ray Boland, Ph.D., Associate Professor, Breda University of Applied Sciences
Name of the course	**Destination Stakeholders Management**
Study programme	**Master in Sustainable Outdoor Hospitality Management**
Status of the course	Compulsory
Year of study	Year 1, Semester 1

ECTS credits and manner of instruction	ECTS credits	6
	Number of class hours (L+E+S)	60 (30+0+30)

1.Course objectives

Tourism areas, and tourism developments are characterized by interactions between a variety of stakeholders and interests. The various stakeholders involved in any development need to be able to identify the other stakeholders involved (not as easy a task as it might first appear) and identify their salience. Tourism stakeholder management models and governance theory provide a starting point for this process. Furthermore, each tourism destination is embedded in a specific governance context that is the result of various political and socio-political processes, in which public and private (tourism) stakeholders interact. Therefore, in order to understand the strategic decisions and actions of different stakeholders in any specific destination it is vital that these be placed in a social, political and economic context. Destination development and management requires effective and efficient communication between various actors: international bodies such as regulatory and funding organisations, NGOs and QUANGOs; public bodies such as national, regional and local governments; and private bodies such as businesses and trade organisations. Policy formation and implementation by public bodies entails a recognition of the interests (often conflicting) between these various stakeholders and the ability to make and enact policy and strategy decisions that have a realistic chance of success.

2. Course enrolment requirements

None

3. Expected learning outcomes

Having completed this course, the student is expected to be able to demonstrate:
Subject knowledge and understanding;
- advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future;
- proactive, research-informed and reflective approach to destination

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management & stakeholder issues.

Intellectual skills;
- critically assess aspects and implications of international tourism environments

Practical Skills;
- conduct research into tourism issues, either individually or as part of a team;

Transferable Skills;
- deploy a range of interpersonal skills including persuasion and giving presentations by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments.

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4. Course content

Nr	Topic
1	Introduction Tourism destination in the Anthropocene: Navigating earthly movement?
2	Stakeholders' models &Theory
3	Field-work Rotterdam
4	Role Play
5	Scenario building & drivers of change
6	Power & discourse Governance
7	

5. Manner of instruction	☒ lectures ☒ seminars and workshops ☒ exercises ☐ distance learning ☐ fieldwork	☐ individual assignments ☐ multimedia and network ☐ laboratories ☒ mentorship ☐ other Case study
6. Comments	The course will progress in three main phases: • The first is an orientation stage in which we will introduce the assignments and in which students will explore stakeholder networks in practical settings – the first two lectures and workshops and the fieldwork to Rotterdam are the specific	

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	components of this stage.
	• The second stage is a theoretical consolidation in which models and concepts will be discussed, analysed and evaluated – the lectures and workshops related to their individual and group assignments are the specific components for this stage.
	• The third stage is the strategic application of theories and concepts to the specific destination chosen for their assignment. There will be consultancy hours every week and the group presentation in week 46. The presentations will provide an opportunity for students to receive guidance during this stage and make improvements to the assignment before the submission date.

7. Student responsibilities

Independent work and group work, attend classes

8. Monitoring of student work 2F[1]

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

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The assignment consists of three parts – two group tasks and one individual task.

Group written report. Students will need to conduct research into the significant challenges and issues facing this tourism destination, produce a synthesis of the actual situation, detail the key stakeholder perspectives on these, identify market trends and drivers of change, and critically evaluate the current tourism policy/strategy and the implications for future tourism developments. This report should be 4000 words in length (excluding references).

Group presentation. Based on the above analysis, students need to provide advice for the local tourism board on the formulation and implementation of a *new tourism vision and plan* for the destination to cover the years up to 2025. This is an opportunity to present a strategy and advice for the region, based on their (new) vision, followed by goals, strategies and actions/objectives. Visualisation of the physical development/actions is recommended in their presentation. The presentations should last 15 minutes with 15 minutes for questions and answers.

Individual paper. Students will choose one aspect of governance relevant for their destination and discuss how it shapes tourism development. Students will also analyse the tourism policy discourse in their destination to identify different ways in

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[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.

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which tourism policy functions as a technique of power and the implications of this for state-society relations and destination management (1500 words, excluding references).

We will organise the groups (4 students per group) for the assignment.

10. Mandatory literature (at the time of submission of study programme proposal)

- Gren, M., Huijbens, E.H. (2014). Tourism and the Anthropocene. Scandinavian Journal of Hospitality and Tourism. 14 (1).
- Getz, D. & Seldjan, T. (2005) Stakeholder involvement in sustainable tourism: balancing the voices. In W. F. Theobold (Ed.). Global tourism (pp. 230-245). Burlington, MA: Routledge
- Handouts: Stakeholder Theory.
- Choibamroong, T. (2011). A stakeholder approach for sustainable community-based rural tourism development in Thailand. In E. Laws,H. Richins, J. Agrusa, & N. Scott. (Eds), (2011). Tourist destination governance: practice, theory and issues (pp. 173-185). Wallingford: CABI
- Ashworth, G. and Page, S. (2011) Urban tourism research: Recent progress and current paradoxes. Tourism Management, 32(1), 1-15.
- Dwyer, L. (2015) Globalization of tourism: Drivers and outcomes, Tourism Recreation Research, 40(3), 326-339, DOI: 10.1080/02508281.2015.1075723
- Duineveld, M., van Assche, K. (2011). The Power of Tulips: Constructing Nature and Heritage in a Contested Landscape. Journal of Environmental Policy & Planning. 13(2). pp. 79-98. doi:10.1080/1523908X.2011.572655
- Dallen, D.J. (2007). Empowerment and stakeholder participation in tourism destination communities. In A. Church & T. Coles (Eds), Tourism, Power and Space (pp. 199-216). Abingdon: Routledge.
- Dietz, T., Ostrom, E. & Stern, P. (2003). The struggle to govern the commons. Science, 302, 1907-1912
- Laws, E., Richins, H., Agrusa, J., & Scott, N. (Eds). (2011). Tourist destination governance: practice, theory and issues (chapter 1, pp. 1-11). Wallingford: CABI

11. Optional/additional literature (at the time of submission of the study programme proposal)

None

12. Number of assigned reading copies in relation to the number of students currently attending the course

Title	Number of copies	Number of students
• Gren, M., Huijbens, E.H. (2014). Tourism and the Anthropocene. Scandinavian Journal of Hospitality and Tourism. 14 (1).	*5*	*30*
• Laws, E., Richins, H., Agrusa, J., & Scott, N. (Eds). (2011). Tourist destination governance: practice, theory and issues (chapter 1, pp. 1-11). Wallingford: CABI	*Available online*	*30*
• Getz, D. & Seldjan, T. (2005) Stakeholder involvement in sustainable tourism: balancing the voices. In W. F. Theobold (Ed.). Global tourism (pp. 230-245). Burlington, MA: Routledge	*5*	*30*

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• Ashworth, G. and Page, S. (2011) Urban tourism research: Recent progress and current paradoxes. Tourism Management, 32(1), 1-15.	*5*	*30*
• Dwyer, L. (2015) Globalization of tourism: Drivers and outcomes, Tourism Recreation Research, 40(3), 326-339, DOI: 10.1080/02508281.2015.1075723	*Available online*	*30*
• Duineveld, M., van Assche, K. (2011). The Power of Tulips: Constructing Nature and Heritage in a Contested Landscape. Journal of Environmental Policy & Planning. 13(2). pp. 79-98. doi:10.1080/1523908X.2011.572655	*Available online*	*30*
• Dallen, D.J. (2007). Empowerment and stakeholder participation in tourism destination communities. In A. Church & T. Coles (Eds), Tourism, Power and Space (pp. 199-216). Abingdon: Routledge.	*Available online*	*30*
• Laws, E., Richins, H., Agrusa, J., & Scott, N. (Eds). (2011). Tourist destination governance: practice, theory and issues (chapter 1, pp. 1-11). Wallingford: CABI	*Available online*	*30*
13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences		
The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of Breda University of Applied Sciences and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management.		