



**BLUEWBC**

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**BLUEWBC**

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## 1. Sustainable Tourism Management

### Course title: **Sustainable Tourism Management**

Study cycle: Department: Academic year: Study profile (full / part –time): Semester: Course classification (A-F): No. of credits (ECTS): Type (mandatory / elective): Lecturer/s: Email:
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### **Course purpose, objectives and expectations**

The importance of applying sustainable tourism is one of the most discussed issues nowadays, especially in the long and post-covid period. This is due to the fact that many countries are associated with economic growth, employment, and overall economic development from this sector. Sustainable tourism is an issue which for at least 30 years has been attracting more and more international attention. The World Tourism Organization (UNWTO) launched 2017 as the International Year of Sustainable Tourism, designating 2030 as the year of testing the application of the principles of sustainability, and orienting developed and developing countries to use tourism as an Instrument for sustainable development. This module provides an in-depth treatment of sustainable tourism practices and management, provides a critical look at current thinking about sustainability, tourism and sustainable tourism, as it addresses sustainability in different sectors of tourism. This module is an international focus, a national priority and a necessity for local levels, which explains mainly the following:

- the management of sustainable tourism;
- as well as especially the dimensions of sustainable tourism;
- models included in it as: model CBT (community based tourism) or model CO-creation (co-creation), etc .;
- analysis and implementation specifically in the tourism industry;
- strategies and policies pursued by different countries in favour of sustainable destinations and communities;
- analyse the processes of assessment of sustainable tourism management in the case of marine protected areas;
- or special international systems implemented for tourism development are treated as a way to achieve sustainable development;
- as well as indicators for assessing the development of sustainable tourism.

In accordance with EU directives but also based on the needs of our country and the problems faced by sustainability applications in some destinations, a special place is dedicated to quantitative measurement and evaluation. There is and will be not tourism without measurement! Measuring the impact, assessing sustainable



development in quantitative terms constitutes an emergency not only in today's developments but also a particular focus in this module. Several effort are done in this module, to provide an overview of statistical indicators that assess and measure sustainable tourism in specific destinations.

Thus, the intentions to apply quantitative or evaluating systems that calculate indicators are strategic tools for orienting destinations in their use in four main directions: destination management, residents, tourism businesses and tourists / visitors. Sustainability is addressed at local, national and international levels, as well as at public and private levels. As a result, this course serves not only students of marketing and tourism profile of all universities in Albania, but a wide range of interdisciplinary curricula, even the private sector (tour operators, managers of the tourism sector, etc.), but also the public sector. This view of a complex treatment is made in the light of the importance of treatment and by the International Organization of the issues mentioned in this syllabus, but also of the importance of their application and evaluation for our country and the region. This module also includes some concepts of tourism management, parallel to the concept of sustainability, this is done because students lack tourism and economic courses which provide skills and knowledge in economy and tourism in general, so they do not come from an economic background. For this reason, it is considered reasonable to include some topics related to tourism, economy and tourism markets, or tourism models and systems, continuing further in the concepts of sustainable development management.

Also several more knowledge are added to include even new trends in concept evolution as: blue growth and blue economy, usage of IoT in tourism to brings sustainability and more competitive destinations based on all supply that a community can provide.

This modules has an new and improved approach based on several understanding related to the fact of growing importance of sustainable tourism nowadays, of the new interdisciplinary themes incorporated within sustainable tourism management, and all priorities that UNWTO, GRSME, ant other international institutions has in their politics.

Finally, not only in terms of importance but also in terms of sensitivity and impact on future economic and social developments, a special place is given to the Post-Covid situation. This module will be interactive precisely based on the updated and coherent information through studies, reports or debates of various international analysts and academics on strategies and policies pursued by countries and destinations to better manage tourism beyond the post-covid, as well as to reorganize sustainable tourism, already used as a policy and strategy in order to revitalize different communities and regions. For the academic year, 2021-2022, is included a very coherent and relatively new topic for our country, which refers to the Blue Economy and the concept of maritime / nautical tourism as an opportunity to convey to the port maritime regions the concept of development sustainable through tourism.

In the fall of 2021, 66% of incoming Chinese travellers say they are eager to start traveling abroad again as soon as possible (COTRI 2020). They are looking for new destinations and experiences, based on their requirements and expectations that have changed during the CoViD-19 crisis. In China already hundreds of millions are traveling back home and with vaccines becoming available globally now, international tourism will see a strong comeback next year. Now is the time to gain the knowledge needed to secure and use up-to-date information in consultations, lectures and research and relevant studies.

### Course content

- To give the concept of sustainable development in all economic activities;



- To analyze the factors influencing the development of tourism, in determining the demand and supply, to give an evolution of the concept of tourism over the decades as well as the trends of tourism in Europe;
- Analyze tourism development models, tourism paradigms and systems, and the equilibrium of tourism markets;
- To provide the content and real definition of the concept of sustainable tourism development;
- To analyze all the factors that condition the sustainable development of tourism;
- Analyze the three dimensions of sustainable tourism development, analyzing sustainability in social, economic and environmental aspects;
- Analyze sustainability at local, national and international levels, at public and private levels;
- Be able to build a sustainable development assessment plan for a marine protected area;
- To be able to build a sustainable tourism development network, where to define the role of each actor;
- Build a network of indicators for measuring and monitoring MTQ;
- Provide competitive destination management models based on the principles of sustainable tourism;
- Determine from a quantitative point of view an Assessment Capacity Plan;
- To explain theoretically concrete evaluation systems of indicators for sustainable management of tourist destinations, as well as to apply them to concrete regions of the country;
- Analyze successful models of sustainable tourism development in the world;
- To study alternative and coherent forms that enable and support sustainable development such as: blue economy, maritime tourism, nautical tourism, theory of co-creation and community-based, etc.;
- To analyze the conditions and opportunities for the sustainable development of tourism in our country.
- To explain how internet of things can sustain tourism business and destinations in getting new models of doing tourism businesses.
- To explain the concept of blue economy/blue growth and interaction with tourism in creating new partnership and new products as well as: marine and/or nautical tourism, tourism smart ports, etc.

### **BASIC CONCEPTS:**

The module is interactive, includes case studies, exercises and various discussion moments to understand different issues. The teaching methodology is constructed in such a way that it dynamically includes the use of various studies in the form of international scientific and academic articles, international scientific journals, coherent international reporting of various international institutes and universities on specific issues, intensive use of various recommended sites. This is a methodology which not only aims to equip the student with deep theoretical knowledge of the subject but also to enable him further towards concrete debates and analyzes, as follows:

- Deepening, expanding and specializing basic concepts;
- Ability for advanced and independent scientific research;
- Acquisition of the main literature of the field of study;
- Full training for individual continuation of studies;
- Encourage increased research in the field of sustainable development, and sustainable tourism.

### **Assessment methods and students obligations for the course**

The assessment of the student learning outcome is based on the principle of continuous control. The final grade is the result of the combination of the following elements assessed points (100 total points):

- a) Intermediate written exam (30%);



- b) Class work group and debate 10 points;
- c) Individual, essays, projects, practical assignments, the level of activity and discussion (30%);
- d) Final exam, written (40%);

Students are awarded the annual evaluation (included in part b) if they get at least 50% of the total of both exams.

Grade 4	up to 50%
Grade 5	51 - 57
Grade 6	58 - 65
Grade 7	66 - 73
Grade 8	74 - 81
Grade 9	82 - 89
Grade 10	90 – 100

**Literature**

**Basic:**

Sustainable Tourism Management, CABI publishing, 1999, John Swarbrooke

1st Edition, “Humanistic Management and Sustainable Tourism

Human, Social and Environmental Challenges”, Edited By Maria Della Lucia, Ernestina Giudici, Copyright Year 2021, ISBN 9780367623333, Published February 25, 2021 by Routledge, 304 Pages;

“Sustainable Tourism Supply Chain Management Influences, Drivers, Strategies, and Performance”, Editors: Joshi, Sudhanshu (Ed.) e-book ISSN 978-3-030-20994-0; Hardcover ISBN, 978-3-030-20993-3. Series ISSN 2363-9970, 2020;

Sustainable Tourism Principles, Contexts and aspects, by David A Fennell and Chris Cooper | Feb 29, 2020, Publisher: Channel View (February 26, 2020), Language: English, Paperback: 504 pages, ISBN-10: 1845417658; ISBN-13: 978-1845417659;

“The Business of Sustainable Tourism Development and Management “ 1st Edition, by Susan L. Slocum (Author), Abena Aidoo (Author), Kelly McMahan (Author), ISBN-13: 978-1138492165, ISBN-10: 1138492167, Publisher: Routledge; 1st edition (March 31, 2020), Publication date: March 31, 2020

“Tourism, Environment and Development” a kindle edition, (6 books), by Richard Sharpley (Author), Caroline Ashley (Author), Jonathan Mitchell (Author), Janet Dickinson (Author), Les Lumsdon (Author), Susanne Becken (Author), John Hay (Author), Rachel Dodds (Author), Sonya Graci (Author), Tazim Jamal (Author)

**Authors working articles and relevant:**

Sustainable Tourism Management, Albpaper, 2017, Gorica Klodiana.

“Community based tourism – A Model that brings economic sustainability” Monograph published in Slovenia, published by IEDC –Bled School of Management, Presernova Cesta 33, in English language, author, February 2008, (author). ISBN: 978 – 961 – 6720 – 04 – 5;

“A model for Information Society Management through ICT Market Development Strategies – application in Albania and other developing countries”, Monograph published in Springer Publishing House, co-authors (E. Kordha. K. Sevrani. K. Gorica). Online:

[http://www.amazon.com/dp/331917195X/ref=cm\\_sw\\_r\\_fa\\_dp\\_dbFovb1ZHH1FE](http://www.amazon.com/dp/331917195X/ref=cm_sw_r_fa_dp_dbFovb1ZHH1FE), ISBN-10: 331917195X, ISBN-13: 978-3319171951Edition: 2015th



“Cultural Sustainable Tourism”, Publisher: Springer International Publishing, Copyright Holder: Springer Nature Switzerland AG; Book Subtitle: A Selection of Research Papers from IEREK Conference on Cultural Sustainable Tourism (CST), Greece 2017, eBook ISBN: 978-3-030-10804-5, DOI 10.1007/978-3-030-10804-5, Hardcover ISBN 978-3-030-10803-8; Series ISSN 2522-8714; Number of Pages XVI, 231; Series Title Advances in Science, Technology & Innovation; Topics Sustainable Development; © 2019 Springer Nature Switzerland AG. Part of Springer Nature; link: <https://link.springer.com/book/10.1007%2F978-3-030-10804-5#toc>

“Principles of Tourism”, text book published in September 2004, SHBLU, (Co-author, second author);

“Marketing of Tourism”, text book published in January 2007, (Co-author, second author);

“Information System in Tourism”, text book published in September 2009, (Co-author, second author);

Recommended:

Sustainable Tourism on a Finite Planet: Environmental, Business and Policy Solutions 1st Edition, Kindle Edition, by Megan Epler Wood, ISBN-13: 978-1138217584, ISBN-10: 1138217581

“International Cases In Sustainable Travel & Tourism”, Pierre Benckendorff, Dagmar Lund-Durlacher ISBN: 978-1-908999-40-5 pbk; 978-1-908999-39-9 hbk

Sustainable Cultural Tourism: Small-Scale Solutions (Resilient Communities) (Volume 1) 1st Edition by Susan M. Guyette Ph.D. (Author), ISBN-13: 978-0985878801, ISBN-10: 0985878800

3rd Edition, Managing Sustainable Tourism, A Legacy for the Future, By David L. Edgell Sr Copyright Year 2020, ISBN 9780367331382, Published December 23, 2019 by Routledge, 304 Pages

“Sustainable Tourism & The Millennium Development Goals: Effecting Positive Change” 1st Edition, by Kelly Bricker (Author), Rosemary Black (Author), Stuart Cottrell (Author);

Monitoring for a sustainable tourism transition. The Challenge of of Development and Using Indicators. Graham Miller and Louise Twining-Ward; CABI Publishing; ISBN 0 85199 051 7;

IoT Internet of Things in Maritime Areas;

“Assessment of impact of business development improvements around nautical tourism”, EU, 2016

Sustainable Tourism – Destinations and Communities [sustainabletourisonline.com](http://sustainabletourisonline.com);

European Tourism Indicators System for sustainable destination management (ETIS);

The Competitive Destination: A Sustainable Tourism Perspective. J.R. Brent RITCHIE, Geoffrey I. CROUCH. ISBN 0 85199 664 7 CABI Publishing;

Understanding the Sustainable Development of Tourism., Jane J. Liburd and Deborah Edwards, ISBN: 978-1-906884-13-0, Good fellow Publishers Ltd, Wood Eaton, Oxford, OX3 9TJ, 2010;

“Sustainable Tourism with Web Resource: Business Development, Operations, and Management”, Sep 11, 2015, by Carol Patterson.

Sustainable Tourism – a global perspective”, by Rob Harris (Editor), Peter Williams (Editor), Tony Griffin (Editor);

“Sustainable Tourism with Web Resource: Business Development, Operations, and Management”.



## 2. Financial Services

### Course title: **Financial Services**

Study cycle: Department: Academic year: Study profile (full / part –time): Semester: Course classification (A-F): No. of credits (ECTS): Type (mandatory / elective): Lecturer/s: Email:
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### **Course purpose, objectives and expectations**

The financial services sector plays a critical role in any modern economy. The group of institutions that make up the financial system in an economy can be seen as the "brain of the economy", providing most of the needs of the economy for many functions.

The course provides an introduction to the financial services industry. This program aims to equip students with the skills and technical knowledge related to the financial services sector and to explain the possibilities of choices in the field of financial services, at a time when the role of service developments is growing rapidly, especially with focus in developing countries.

More specifically, the objectives of the course are:

- To provide students with a valuable overview of the main concepts of banks and financial system.
- To analyze principal functions of financial institutions, services of banking and financial institutions.
- To discriminate among different ways to invest money.
- To examine and address contemporary issues related to financial sector.

### **Course content**

1. An overview of the financial services
2. Marketing of financial services
3. Banking products and services
4. Loan classification and assessment
5. Risk management in banks
6. Credit cards
7. Debit cards
8. Personal finances
9. Insurance services
10. Factoring





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|--|
| <ol style="list-style-type: none"><li>11. Leasing</li><li>12. Venture capital</li><li>13. Microfinance services</li><li>14. Pension funds-To provide students with a valuable overview of the main concepts of banks and financial system.</li></ol> |
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<b>Assessment methods and students obligations for the course</b>
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Students must attend 75% of seminars module.

The assessment of the student can include but its not limited to the below:

- Seminar assessment: 10 points
- Mid-term exam (a writing one): 30 points
- Case Study / individual project: 20 points
- Final exam: 40 points
- Practical work

<b>Literature</b>
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**Base (mandatory) literature:**

1. S. Gurusamy (2009): "Financial Services", botimi 2, ISBN: 978-0-07-015334-9
2. Christine Ennew, Trevor Watkins and Mike Wright: Marketing of Financial Services, 2nd edition, ISBN: 978-0-7506-2247-9

**Supplementary literature:**

1. Peter Rose & Sylvia Hudgings, Bank Management and Financial Services Botimi 8, ISBN-13: 978-0078034671, ISBN-10: 9780078034671
2. Dorina Janku: Summary of lecturer notes in Financial service



### 3. Entrepreneurial Marketing

**Course title: Entrepreneurial Marketing**

Study cycle: Department: Academic year: Study profile (full / part –time): Semester: Course classification (A-F): No. of credits (ECTS): Type (mandatory / elective): Lecturer/s: Email:
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**Course purpose, objectives and expectations**

The course "Entrepreneurial Marketing" EM aims to equip students in marketing master with new and contemporary marketing and entrepreneurial manner and form quite distinctive from traditional forms of marketing. Equipping the student with in-depth knowledge of the subject Entrepreneurial Marketing which will prepare them toward a new way of being entrepreneurs and/or owner of a small business.

Entrepreneurial Marketing through depth theoretical treatment and analysis of cases introduces students to the treatment and evolution of enterprise as a philosophy, regardless to the size of the business, as a process which is transmitted by innovation and assumption of the risk. Beyond culture, competencies and entrepreneurial behaviour of a firm, are handled the key elements of entrepreneurial firms and their differences from traditional ones, such as value creation, resource leveraging, proactivity, customer intensity, focus in innovation, risk taking, and opportunity, which as fundamental element of EM sometimes are combined with 3 strategic approach: EM as culture, approach and strategy. All this is related to growth, uniqueness, relative advantage, compatibility, complexity, ability testing, communication, risk perception, etc.

There are two perspectives that make this new marketing approach important and emergency, which has already been dealt with for 3 decades: on the one hand are the current conditions where businesses operate not only in the world but also in our country, and on the other hand the impossibility or difficulty of adapting traditional marketing practices. Entrepreneurial marketing conceived as a marketing that is adapted by companies to the conditions of a harsh environment, the rarity of resources, in the absence of frequent market studies, of the approach of more actors except consumers: investors, employees, brokers, strategic allies, etc., advanced the theory that numerous marketing plans are needed, and that a single one is not sufficient As well as, that that entrepreneurial marketing is a marketing that adds value to enterprises of all kinds of size.

**Course content**



1. Entrepreneurship.
2. Marketing and Entrepreneurship Approach
3. Entrepreneurial orientations and reflections on Start-up models
4. Entrepreneurial Marketing: Understanding and Evolution
5. Dimensions of Entrepreneurial Marketing
6. Opportunities and Entrepreneurial Marketer
7. Entrepreneurial marketing-led strategies to create extra benefits (positioning and segmentation)
8. Product launch towards maximizing profit from product/service life cycle
9. Strategies for Entrepreneurial Growth.
10. Entrepreneurial prices.
11. Entrepreneurial Sales Manager for Value Addition
12. Entrepreneurial Marketing for Hiring and financial activities.
13. Entrepreneurial Marketing for new ventures.
14. Entrepreneurial Marketing in Albania.
15. Entrepreneurial marketing in digital times

#### **Assessment methods and students obligations for the course**

The assessment of the student learning outcome is based on the principle of continuous control. The final grade is the result of the combination of the following elements assessed points (100 total points):

- a) Intermediate written exam (30%);
- b) the level of activity and discussion (10%);
- c) Individual and group work: course assignments, essays, presentations, projects, practical assignments (20%);
- d) Final exam, written (40%);

Students are awarded the annual evaluation (included in part b) if they get at least 50% of the total of both exams.

Grade 4	up to 50%
Grade 5	51 - 57
Grade 6	58 - 65
Grade 7	66 - 73
Grade 8	74 - 81
Grade 9	82 - 89
Grade 10	90 – 100

Suggestion: Highlight group work on activities that supports students development of practical skills in assessment. For example: consultancy course work towards digital marketing of start-ups.

#### **Literature**

##### **Base (mandatory) literature**

1. L. Lodish, H.L. Morgan and A. Kalianpur, (2010), “Entrepreneurial Marketing: Lessons from Wharton’s Pioneering MBA Course”, New York: Wiley;



2. Lodish, Morgan, and Archambeau, marketing that Works: “How Entrepreneurial Marketing can Add Sustainable Value to Any Sized Company”, Wharton Publishing, 2010;
3. “Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company” Hardcover – Illustrated, July 6, 2017, by Leonard Lodish (Author), Howard Morgan (Author), Shellye Archambeau (Author), Jeffrey Babin (Author);
4. Zubin Sethna, Rosalind Jones, Harrigan Paul, “Entrepreneurial Marketing – Global Perspective” 2017;
5. “Entrepreneurial Marketing for SMEs”, Luca Cacciolatti, University of Westminster, UK., and Soo Hee Lee University of Kent, UK, Palgrave Macmillian, 2015;
6. “Entrepreneurial Marketing: The Growth of Small Firms in the New Economic Era”, Björn Bjerke Professor of Entrepreneurship and Small Business, Stockholm University, Sweden; Claes M. Hultman Professor of Marketing, Faculty of Business, Örebro University, Sweden;
7. Edwin J. Nijssen., “Entrepreneurial Marketing: An Effectual Approach”, 2nd Edition., 2017;
8. Ian Chaston (Author)., “Entrepreneurial Marketing: Sustaining Growth in All Organizations “2nd ed. 2017 Edition.

**Recommended literature:**

1. Marketing Sipermarres, Tetor 2016, Gorica Klodiana;
2. Entrepreneurial Marketing: A Blueprint for Customer Engagement (NULL) 1st Edition, by Beth L. Goldstein (Author), ISBN-13: 978-1544320434, ISBN-10: 1544320434
3. Rethinking Marketing: The Entrepreneurial Approach, 2009, M. Schindehutte, M. Morris and L. Pitt;
4. S. Hill and G. Rifkin (2010/1999), Radical Marketing, Harper Business



## 4. Leadership

### Course title: **Leadership**

Study cycle: Department: Academic year: Study profile (full / part –time): Semester: Course classification (A-F): No. of credits (ECTS): Type (mandatory / elective): Lecturer/s: Email:
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### **Course purpose, objectives and expectations**

This course aims the development and empowerment of students' and professionals' leadership capabilities through a systemic and polyhedral perspective. Provides leadership best practices and analyzes the importance, benefits and opportunities of using such leadership in human resource management, discloses the values and competencies necessary for responsible leadership learning and application.

Specific objectives:

- development of communication and motivational skills;
- knowledge enrichment through leadership theories and practices;
- leading teams effectively.

### **Course content**

1. Leadership in the social context: actual challenges
2. Leaders and ethics
3. The multicultural environment of leadership
4. Classical theories
5. Modern theories
6. Leadership and its psychological roots: empowering others through motivation
7. Communication: the road to empathy
8. Group dynamics and teams
9. From leadership to followership
10. Leaders and managers: are they different?
11. Leading through philosophy and political science
12. Leading outside and inside organizational changes
13. The best practices of responsible leadership.
14. The role of responsible leadership managing and developing company.



- 15. Leader: from responsibility to responsibilities.
- 16. Globally responsible leadership: generation Y.
- 17. Practical course work: Analyses and usage of ethical decision making models (up to 20hours)

**Assessment methods and students obligations for the course**

Students must attend 75% of module's lectures and seminars. Grades will be based on midterm exam (30%), final exam (40%), homework and class discussions (15%); course project (15%). A student is successfully completing the module and taking the respective credits, if she/he is estimated minimally with 51% of the total points of the year. Students are awarded the annual evaluation only if they get minimally 50% of the maximum points in each exam.

**Literature**

**Basic literature:**

- 1. Shriberg, A., Shriberg D. L., & Kumari, R. (2005). Practicing leadership: principles and applications, 3rd Ed. Hoboken, NJ: John Wiley & Sons.
- 2. Daft, R. L. (2007). The leadership experience, 4th Ed. Ohio: Thomson South-Western .

**Additional literature:**

- 1. Handouts prepared by the professor; Northouse, 2.P. (2013). Leadership: theory and practice, 6th Ed. Č. Thousand Oaks, CA: Sage Publications; Bennis, W. (2009). The Essential Bennis. San Francisco, CA: Jossey-Bass.
- 3. RONALD PAUL HILL. 2017. Failure of Ethical Leadership: Implications for Stakeholder Theory and "Anti-Stakeholders".
- 4. Business and Society Review, 122:2, 165-190 <http://onlinelibrary.wiley.com/doi/10.1111/basr.12114/epdf>
- 5. Debbie Haski-Leventhal, Lonneke Roza, Lucas C. P. M. Meijjs. 2017. Congruence in Corporate Social
- 6. Responsibility: Connecting the Identity and Behavior of Employers and Employees. Journal of Business Ethics, 143-1, 35-51. <https://link.springer.com/article/10.1007%2Fs10551-015-2793-z>
- 7. Moody-Stuart, Mark. 2014. Responsible Leadership: Lessons From the Front Line of Sustainability and Ethics. Sheffield: Routledge. eBook., Database: eBook Collection (EBSCOhost)
- 8. Responsible Leadership: Realism and Romanticism. 2016. Steve Kempster, Brigid Carroll. Routledge Studies in Leadership Research.
- 9. Sturm, Rachel E., Vera, Dusya, Crossan, Mary. 2017. The entanglement of leader character and leader competence and its impact on performance. LEADERSHIP QUARTERLY. 28-3, 349-366



## 5. Entrepreneurship

### Course title: **Entrepreneurship**

Study cycle: Department: Academic year: Study profile (full / part –time): Semester: Course classification (A-F): No. of credits (ECTS): Type (mandatory / elective): Lecturer/s: Email:
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### **Course purpose, objectives and expectations**

This module aims to equip students with contemporary knowledge on entrepreneurship and small business management. Also it aims to form students in making analyzes on various situations in small business related to the chapters of this course. This course will help students to not only identify business opportunities and develop effective business plans but also to enable them in developing individual works, improve their presentations skills, group work and their analytical and assessment skills.

### **Course content**

1. The Importance of SME for the Economy
2. Personal Entrepreneurship
3. Entrepreneurs
4. From Entrepreneurs into Leaders
5. Planning to realise Opportunities
6. Exploring Opportunities
7. Assesing Opportunities
8. Business Plan Development
9. Business'Life Cycle and Portofolio
10. Opportunities, Innovation and Entrepreneurship
11. The Family Business
12. International Entrepreneurship
13. Small Business Funding
14. MicroFinance
15. Ethic and Social Responsibilities
16. Business model design for startups, innovative and digital business models



## **Assessment methods and students obligations for the course**

Students must attend 75% of module's lectures and seminars. Grades will be based on midterm exam (30%), final exam (40%), homework and class discussions (15%); course project (15%). A student is successfully completing the module and taking the respective credits, if she/he is estimated minimally with 51% of the total points of the year. Students are awarded the annual evaluation only if they get minimally 50% of the maximum points in each exam.

Course project - ensure an authentic student project in contact with industry and entrepreneurial ecosystem.

## **Literature**

### **Base (mandatory) literature:**

“Entrepreneurship, from opportunity to action”, David Rae, 2007.

### **Additional literature:**

-“Entrepreneurship and Small Business”- Paul Burns, 2009

-“Entrepreneurship for Every one”, Robert B. Mellor, Gary Coulton, Anne Chick, 2007

-“Big Strategies for Small Business ( Exceptional Projects in Europe), Hans- Joachin Gogl, 2009.

- Gassmann, O., Frankenberger, K., & Csik, M. (2013). The St. Gallen business model navigator.





## 6. Innovation

### Course title: **Innovation**

Study cycle: Department: Academic year: Study profile (full / part –time): Semester: Course classification (A-F): No. of credits (ECTS): Type (mandatory / elective): Lecturer/s: Email:
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### **Course purpose, objectives and expectations**

The subject aims to analyze the practical and theoretical approach of managing an innovative idea in different industries. It aims to explain to students an universal way of doing innovation. One of the objectives is to equip students with the latest information and skills on innovation and product developing. Another objective is for students to be acquainted with the concept of knowledge economy, and determining the impact that innovation has on this modern economic approach. Lastly, getting students acquainted with the main elements of innovation, such as: market, implementation, and technology, and with the idea of how a product can be developed from the genesis of innovation, to technology, to implementation, and market.

### **Course content**

1. Introduction to Innovation and popular models.
2. Sources and types of innovation.
3. New paradigm of innovation, MIT model.
4. Market Universe.
5. Universe of Technology and Implementation.
6. Generic model and iterative.
7. Intellectual Property Strategy.
8. Management of creativity and the main factors.
9. The theory of change and change management.
10. Innovation and organizational culture.
11. The role of the state in innovation and Triple Helix model.
12. Innovation Competition.



## **Assessment methods and students obligations for the course**

The assessment of the student can include (but it's not limited in the below):

- A mid-term (a writing one): 10 points'
- Active participation in discussions and seminars, and random tests that will take place: 10 points
- Project; individual project: 10 points
- The Comprehensive Exam of the Course: 70 points

## **Literature**

### **Basic literature:**

1. Eugene Fitzgerald, Andreas Wankerl, Carl Schramm, "Inside Real Innovation: How the Right Approach Can Move Ideas from R&D to Market - And Get the Economy Moving", World Scientific Publishing Company; 1 edition (November 3, 2010)
2. Paul Trot (2005), "Innovation Management and New Product Development", Third Ed, Prentice Hall, London

### **Additional literature:**

Tidd J and BessantJ(2010), "Managing Innovation", 4th ED, John Wiley and Sons, London



## 7. Brand Management

**Course title: Brand Management**

Study cycle:
Department:
Academic year:
Study profile (full / part –time):
Semester:
Course classification (A-F):
No. of credits (ECTS):
Type (mandatory / elective):
Lecturer/s:
Email:

**Course purpose, objectives and expectations**

Brand creation and brand management are essential for success and profitability in the business process. This subject provides a holistic overview of the essential leading methods of brand analysis, brand creation, brand development and brand management. Students gain an insight into all the components of brand management including a wide range of business models and techniques that help to build strong and effective brands in the marketplace. Illustrated with specific examples, it provides a toolbox of proven techniques on how to analyze and choose the most successful combination of brand dimensions on which to develop brands. It is a companion resource for the management of all brand issues. The task of managing brands is as important to niche entrepreneurs as it is for small business owners and large corporate businesses. The increasing professionalization of charity work means that it is equally pertinent to non-profit organizations as those who are quoted on the stock markets around the world. Any group of people who provide a product or service to others need to communicate the availability and benefit of that proposition to all stakeholders. A strong brand acts as the source and the medium for that communication process.

The brand is one of the most valuable assets that any business possesses.

Branding provides the key communication with customers.

Branding creates critical differentiators in the marketplace.

Branding shapes internal company culture.

Branding leverages the intellectual assets of the business.

Branding generates increased business performance.

**Course content**

1. Brand and Brand Management
2. Brand configuration



3. Service, retail and trade branding
4. Brand media.
5. New media brand sites
6. Brand positioning
7. Cognitive brand dimensions
8. Emotional brand dimensions
9. Legal protection
10. Financial assets
11. Brand planning
12. Researching consumer behaviour
13. The future of brand
14. The (digital) customer journey.
15. Digital marketing of start-ups

### **Assessment methods and students obligations for the course**

The assessment of the student learning outcome is based on the principle of continuous control. The final grade is the result of the combination of the following elements assessed points (100 total points):

- Individual and group work: (20%);
- Final exam, written (80%);

The written exam's pass mark for undergraduate courses is 25%

Ensure course activities that supports students development of practical skills. For example through consultancy course work towards start-ups.

### **Literature**

#### **Basic literature:**

Brand management – lectures summary

#### **Additional literature:**

Strategies Brand Management Jean Noel Kapferer Building Strong Brands David A. Aaker

Managing Brand Equity David A. Aaker Best Practice Cases in Branding Kevin Lane Keller



## 8. Investment in Tourism

**Course title: Investment in Tourism**

Study cycle:  
Department:  
Academic year:  
Study profile (full / part –time):  
Semester:  
Course classification (A-F):  
No. of credits (ECTS):  
Type (mandatory / elective):  
Lecturer/s:  
Email:

**Course purpose, objectives and expectations**

**Aims:** To acquire basic knowledge and skills about investment into tourism. Studying investment management discipline, students analyse the role of investment in economics, the structure of investment process and investment instruments. The information and knowledge about investment portfolio concept and main principles of investment portfolio formation and management is provided. Also, to acquire basic knowledge and skills about new business development and attraction of financial sources.

**Learning outcomes:** Students will be able to: define basic terms related to investments, identify roles and understand the process of investments risks, identify different investments types, besides real estate, define basic terms related to new business developments, identification of the competitive advantages. Identify roles and understand the process of entrepreneurship, understand the significance of entrepreneurship for tourism. They will learn how to invest into the tourism business, how to innovate and to grow the business via investments, attraction of venture capital into this sector.

**Course content**

1. The role of investment in the economy. The investment environment. The sources of investment. The motives and goals of investment.
2. The classification of investment. Investment types and tools. The structure of the investment process. Investment diversification.
3. Possibilities of the investment funds. Investing in real estate. Other investment instruments
4. Formation of the investment strategies. Monitoring of the investment.
5. Identification of opportunities
8. Idea generation and creativity. The entrepreneurial perspective.
9. Investment trends in tourism. The identification and discussion about pre investment research implementation problems.
10. The detailed analysis of the investment phase of the project. Developing an Effective Business Model.



12. Accessing resources for growth from external sources. Assessing a New Venture's Financial Strength and Viability.
13. Organization of assessment procedures. Objectives of the evaluation. Cost-effectiveness assessment methods of innovation and investment projects.
14. Strategies for growth; Implications of growth for the firm
15. Finance of investment projects. Equity capital and credits. Leasing. State support. Funds of European Programs. Venture capital. Business angels. Franchising

**Assessment methods and students obligations for the course**

**Weekly:**

7 credits\*40/30 = 9,4h

Structure: lectures 2,3h; exercises 1,5h; independent work & consultations 5,6h.

**Semesterly:**

Lectures and final exam: 9,33h\*16=149,3h

Preparations: 2\*9,33h=18,7h

Total workload: 7credits\*30=210h

Additional work: 0-42h

Structure: 149,3h+18,7h+42h = 210h

1. Assessment of interim presentation, from 0 to 20 points
2. Final group presentation, from 0 to 30 points.
3. Final exam, from 0 to 40 points.
4. Lecture attendance, from 0 to 10 points.

Passing mark is awarded if the student collects more than 50 points.

Practical work: Presentation of Innovation projects/ Innovation and investment projects

**Literature**

**Base (mandatory) literature:**

Damodaran, A. 2012. Investment valuation: tools and techniques for determining the value of any asset. Hoboken

(N.J.): Wiley. 974 p.

Fabozzi, F. J.; Markowitz, H. M. 2011. The theory and practice of investment management: asset allocation, valuation, portfolio construction, and strategies. Hoboken [N.J.]: John Wiley & Sons. 682 p.

Frank K. Reilly, Keith C. Brown. 2012. Analysis of investments and management of portfolios. Mason: South-

Western: Cengage Learning, 1041 p.

- 1) Lee-Ross, D., Lashley, C. (2009), Entrepreneurship & Small Business Management in the Hospitality Industry, Routledge, Abingdon;
- 2) Hisrich, R.H., Peters, M.P. and Shepherd, D.A. (2011), Entrepreneurship, McGraw-Hill, New York;
- 3) Thomas, R., (Ed.), (2004), Small Firms in Tourism: International Perspectives, Elsevier, Oxford;
- 4) Ateljevic, J. i Page, S. J., (Ed.), (2009), Tourism and Entrepreneurship: International



Perspectives, Butterworth-Heinemann, Oxford; 5) Paunović, B. (2014) Preduzetništvo i upravljanje malim preduzećima, CID, Beograd.

**Supplement literature:**

Dawson P., Andriopoulos C. Managing Change, Creativity and innovation (third edition), SAGE Publications Ltd, 2017.

Trott, P. Innovation management and new product development. Harlow : FT/Prentice Hall, 2012.

Goffin, K., Mitchell, R. Innovation Management: Effective strategy and implementation 3rd ed. Red Globe Press, 2017.

Schilling M., Strategic Management of Technological Innovation (Irwin Management) 5th Edition. McGraw-Hill Education, 2016.

Clayton Cristensen. The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change), Harvard Business Review Press; Reprint edition, 2015.

Thomke, S.,Feinberg B. Design thinking and innovation at Apple. Harvard Business School case study (9-609-066), 2009  
Goffin, K., Mitchell, R. Innovation Management: Effective strategy and implementation 3rd ed. Red Globe Press, 2017.

Schilling M., Strategic Management of Technological Innovation (Irwin Management) 5th Edition. McGraw-Hill Education, 2016.

Clayton Cristensen. The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change), Harvard Business Review Press; Reprint edition, 2015.

Thomke, S.,Feinberg B. Design thinking and innovation at Apple. Harvard Business School case study (9-609-066), 2009



## 9. CRM in Tourism

### Course title: CRM in Tourism

Study cycle:  
Department:  
Academic year:  
Study profile (full / part –time):  
Semester:  
Course classification (A-F):  
No. of credits (ECTS):  
Type (mandatory / elective):  
Lecturer/s:  
Email:

#### Course purpose, objectives and expectations

The course aims to provide a comprehensive insight into the CRM strategy, concepts, and tools for tourism management. A strategic approach enables an extensive understanding of customer value as a core CRM concept, providing analytical frameworks, strategies, and case studies for maximizing customer loyalty in tourism management. Customer Relationship Management (CRM) is widely used in the tourism industry, enabling companies, small and large, to achieve and sustain strategic competitive advantage. The main course objectives are: Understand the scientific background of the CRM concept; Explain the basic concepts, metrics, and techniques of CRM; Consider the application of the CRM tools and methodologies to foster customer level analytics in tourism; Identify the relationship between CRM analytics and business performance; Analyze the structure and benefits of databases in tourism management (a managerial perspective); Discuss the implication of CRM and market-driven activities in tourism; Identify the role of CRM in market-driven strategies; Compare customer-level strategies and their implementation in the tourism business.

#### Course content

1. Customer Relationship Management (CRM): Conceptual foundation. Introduction to CRM. The evolution of CRM.
2. Understanding customer relationships. Who is the customer in tourism? Customer value management approach. The importance of managing customers. Organization and CRM. The role of CRM in tourism.
3. Concept of customer value: Value to the customer vs. value to the company. The satisfaction-Loyalty-Profit-Chain. Extending the idea of customer value. Building, capturing, and delivering customer value.
4. Managing customer-experienced value. Managing customer experience. Linking CRM and customer value in the current tourism business.
5. Strategic CRM in tourism. Basic concepts in strategic CRM. Strategic and functional CRM. Elements of CRM strategy. Customer portfolio management.





6. CRM Strategy creation process. Formulation of the CRM Strategy. Implementation of the CRM Strategy. Strategic control and CRM Strategy.
7. Analytical CRM: CRM metrics and techniques. CRM performance measurement systems and performance measures. Traditional market metrics. Customer acquisition metrics. Customer activity metrics. Customer-based value metrics. Strategic customer-based value metrics. Customer selection strategies.
8. Analytical CRM: Developing and managing customer-related databases. ICT in supporting CRM. Market research and database management in CRM. Market research process.
9. CRM information system. Database types. The benefits and uses of marketing databases in tourism. Maximizing customer value in market planning.
10. Strategies in operational CRM. Software tools and dashboards. Loyalty programs. Effective loyalty programs in the tourism business.
11. Campaign management in operational CRM. Campaign management process. CRM and marketing channels in tourism.
12. CRM challenges in the business-to-business context. CRM and sales force automation. CRM and key account management. CRM and shift from goods to services.
13. Customer privacy concerns and privacy-protective responses. CRM and social media. Challenges in CRM development.
14. CRM Application: Advances in CRM applications. Applications of CRM in B2B and B2C models. Customer profitability performance measures and measurement.
15. Emerging techniques in customer value-based CRM. Assessment of the critical marketing issues.

#### **Assessment methods and students obligations for the course**

The final assessment includes class attendance (participation /in-class activities), colloquia (written examination) or final exam, homework related to course units, seminar paper, and case study (written /power-point, and oral presentations). Furthermore, the final assessment includes independent student assignments and group work (case study presentation). A student will receive the course grade after meeting all the criteria with the minimum requirements: class attendance (min. 80%), colloquia (written tests)/ final exam (min. 60%), homework (min. 80 %), seminar paper, and case study (written and oral presentations, group work).

#### **Literature**

##### **Base (mandatory) literature:**

- Buttle, F.; Maklan, S. (2019): Customer Relationship Management, Concepts and Technologies, 4th Edition, Routledge.
- Fader, P. (2021): Customer Centricity: Focus on the Right Customers for Strategic Advantage (Wharton Executive Essentials). Wharton School Press.
- Kumar, V.; Reinartz, W. (2018): Customer Relationship Management: Concept, Strategy, and Tools (Springer Texts in Business and Economics) 3rd ed. Edition, Springer
- Peppers, D.; Rogers, M; Kotler, Ph. (2016): Managing Customer Experience and Relationships: A Strategic Framework 3rd Edition, Wiley

##### **Supplement literature:**



Baran, R. J.; Galka, R. J. (2017): Customer Relationship Management: The Foundation of Contemporary Marketing Strategy 2nd Edition. Routledge.

Kotler, Ph.; Bowen, J.; Makens, J.; Calogu, S. (2017): Marketing for Hospitality and Tourism 7th Ed. Pearson Education Limited.

O'Brien, M.; Dyche, J. (2002): CRM Handbook, The: A Business Guide to Customer Relationship Management 1st Edition. Addison-Wesley.

Pearce, M. (2021): Customer Relationship Management: How To Develop and Execute a CRM Strategy. Business Expert Press.

Smith, L. A. (2021): Customer Relationship Management: A Business Guide to Customer Relationship Management, Discovering Techniques for Attracting and Retaining Customers. Barker Jules.

Tarla, N. (2020): Fundamentals of CRM with Dynamics 365 and Power Platform: Enhance your customer relationship management by extending Dynamics 365 using a no-code approach. Packt Publishing.



## 10. Economy of Tourism

### Course title: **Economy of Tourism**

Study cycle: Department: Academic year: Study profile (full / part –time): Semester: Course classification (A-F): No. of credits (ECTS): Type (mandatory / elective): Lecturer/s: Email:
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#### **Course purpose, objectives and expectations**

This course aims to provide students with an introduction to the main issues in tourism economics including theoretical models and empirical applications. The student will find out about the specifics of tourism as an economic phenomenon, identify its place in the national system of accounts, learn about the role and importance of tourist consumption in the national economy and the methods of its monitoring, and learn about the specificities of tourism market and stakeholders behaviour. Student will get familiar with the key concepts in tourism and the specific functioning of the tourism market. The emphasis lies on studying the economic functioning of tourism within the national economic system, and on determining its contribution to the national economy.

#### **Learning outcomes**

Student will be able to:

1. Determine the theoretical context of tourism economics as a scientific discipline
2. Analyze behaviour of tourism suppliers
3. Analyze behaviour of tourist demand
4. Identify and comment on tourism development factors indicators efficiency
5. Identify methods of monitoring economic impacts of tourism (tourist consumption)
6. Differentiate and compare the effects of tourist consumption in the national economy
7. Correctly explain, define and interpret the basic concepts in the field of economics of tourism
8. Explain and use the methods of determining the contribution of tourism to the economic system of a country
9. Compare, distinguish and describe the economic and social contributions and impacts of tourism on the environments
10. Analyze secondary data, interpret and use them correctly
11. Argue interdisciplinary character of tourism and describe specifics of tourism arising from its



## Course content

1. Tourism as and economic activity and economic “discipline”. Tourism market - characteristics, specifics. Etymology and terminology of tourism. Organizational peculiarities.
2. Theoretical approach to tourism supply analysis. Tourism supply - definition, characteristics, structure, trends, forecasting global trends.
3. Analysis and classification of resources. Natural and social resources.
4. Economic valorization and protection of resources in tourism.
5. Tourism demand - definition, characteristics, trends, forecasting trends in tourism demand. Theoretical approach to tourism demand analysis. Price and income elasticity of tourism demand
6. The role and importance of intermediaries in the functioning of the tourism market. Tourism markets and its constituents. Tourism production and costs; tourism market structures
7. Global trends and their impact on movements in the tourism market.
8. Place and role of tourism in the national economy. Tourism as an economic category.
9. The coverage of tourism in the national economy, interdependence of tourism and economic development. Tourism within the national accounting system. International exchange theories and position of tourism. Analysis of tourism productive factors efficiency in the national tourism economy
10. Characteristics of contemporary social development and tourism. The role and importance of tourism for the economic and social development (direct and indirect).
11. Economic functions of tourism - multiplicative, inductive, conversion, employment, encouraging international exchange, absorption, balance of payments, the economic development of underdeveloped areas, integration, acceleration.
12. Social functions of tourism - cultural and educational function of tourism, health tourism function, sports and recreational function of tourism, political and social function of tourism
13. The multiplicative impacts of tourism consumption. The tourism satellite account as a method of tourism consumption impacts assessment. Tourism consumption and public revenues. The impacts of tourism (consumption) on prices, exchange rates, investments and employment. Economic impacts of tourism. Tourist spending - definition and characteristics. Classification and measurement of economic impacts of tourism.
14. Planning and sustainable development of tourism. Specific guidelines for tourism development planning - economic impacts, social impacts, impacts on the environment.
15. The economic implications of sustainable tourism development. The future of tourism

## Assessment methods and students obligations for the course

Throughout the semester, students’ presence on the lectures as well as their activities will be regularly registered. The student is obligated to enrol to minimum of 80% of lectures and exercises. Students will have an opportunity to take two tests\*. Second test can be taken only if first test has been successfully passed. Test is considered to be successfully done if the minimum of 60 % is accomplished. The completion of the test and seminar paper satisfies only 65% of overall course requirements. Students who successfully pass both tests and make all the tasks required (seminar paper), can proceed to the oral exam (obligatory). The oral exam participates with 30% of overall grade. Oral exam is considered to be successfully done if the minimum of 60 % is accomplished. Final grade is formed by summing up points which a student can earn through 3 components: by two semester tests or via final test at the end of a semester = 50 points; seminar =15 points (5 for the PPT contents, 5 for the



oral presentation and 10 for the written seminar) and oral exam =30 points and active participation in discussions =5 points (based on additional assignments given by the teacher or/and participation in discussion based on the read text)

Grading scale is: <60 points – fail; 60-69 points= pass; 70-79 =fair; 80-89 = good; 90-100 = excellent

\*Alternatively, except via two semester tests, students can get their grade via final test at the end of the semester (written and oral, plus seminar paper). If a student is not satisfied with the results (only in case of the positive grade) he/she can have an oral examination, but has to let the teacher know about his/her intention not later than 24 hours after results are presented.

## Literature

### Base (mandatory) literature:

1. Candela , G. Figini, P., The Economics of Tourism Destinations, Springer, 2012
2. Chris Cooper i drugi; Tourism principles and practice, FT, Prentice Hall 2005.
3. Tribe, J: The Economics of Leisure and Tourism, Butterworth and Heinemann, Oxford, 2011
4. Figini and Candela (2012). The economics of Tourism Destinations. Springer.
5. Vanhove (2005) The Economics of Tourism Destinations. Elsevier.
6. Tribe (2004) The Economics of Recreation, Leisure and Tourism, 3rd Edition. Elsevier.
7. Stabler et al (2009) The Economics of Tourism, 2nd Edition, Routledge.

### Supplement literature:

1. Dwyer, L., Forsyth, P., Dwyer, W. (2010). Tourism Economics and Policy. Channel View Publications, Bristol
2. Tisdell, C. ed. (2013). Handbook of tourism economics: analysis, new applications and case studies. World Scientific, Hackensack, New Jersey
3. Tribe, J. (2012). The economics of recreation, leisure and tourism. Routledge, London, New York
4. Ward, D., & Begg, D. (2016). Economics for business. McGraw-Hill. Candela, G., & Figini, P. (2012). The Economics of Tourism Destinations. Springer Berlin Heidelberg.
5. Dwyer, L., Forsyth, P., & Dwyer, W. (2010). Tourism economics and policy (Vol. 3). Channel View Publications.
6. Mankiw, N. G., & Taylor, M. P. (2014). Macroeconomics. London: Cengage Learning. Available online at the UAB library.
7. Mochón Morcillo, F. (2008). Economía y turismo. Mc Graw Hill.
8. Turner, R. (2016) Travel & Tourism Economic Impact 2015 WORLD. World Travel & Tourism Council (WTTC). Available online at WTTC webpage.
9. Tribe, J. (2016). The Economics of recreation, leisure and tourism. London; New York: Routledge. Available at the UAB library.
10. UNWTO (2013). Economic Crisis, International Tourism Decline and its Impact on the Poor, World Tourism Organization (UNWTO) and International Labour Organization (ILO), Madrid, Spain. Available online at ILO website.
11. Lundberg, Stavenca, and Krishnamoorthy. (1995). Tourism Economics. John Wiley and Sons.