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AUGSTSKOLA

FACULTY OF SOCIETY AND SCIENCE
STUDY COURSE DESCRIPTION

Course Title:	**Strategic Leadership in Tourism**
Course code (LAIS):	
Study programme:	**Tourism Competitiveness Management**
Level of Study programme:	☐ 1st level professional higher education
	☐ Professional Bachelor
	☐ Professional Master
	☒ Academic Master
	☐ PhD level
Type of Study programme:	☒ Compulsory course (Part A)
	☐ Professional specialization courses (Part B, compulsory)
	☐ Professional specialization optional courses (Part B, optional)
	☐ Elective courses (Part C)

Course Workload:	**Credits**	**ECTS**	**Academic hours**	**Contact hours**	**Independent work hours**
	2,67	4	108	33	75

Course Author/ Tutor:	**Ieva Kalve**	**Agita Līviņa**
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	Consultation: according to the schedule for each semester and on-demand by appointment	
Study Form:	Full time studies	
Study year, semester:	Year 1, Semester 1	
Language:	English or Latvian	
Prerequisites for the Course:	Basic knowledge in Strategic Management	
Course Summary:	Exceptional strategic leadership and effective senior management are critical in the hospitality and tourism industry for achieving sustainable success and ensuring that the organization is heading in the right direction. Today, strategic leaders and senior managers have to craft and implement strategies, create innovative solutions, develop integrated systems, and build enduring relationships based on all of the external and internal considerations and connections, not just on what their products and services are. Solutions have to be supported by the management systems across the entire business enterprise and all of the capabilities and resources of the key contributors. The management systems and their connections with the business world in the hospitality and tourism industry must be based on the solid foundations of the relationships with the people involved. People make the difference between success and failure. Strategic leaders have to embrace the entire business enterprise when developing strategies, solutions, systems and structures, and building relationships. Strategic leaders must continuously demonstrate their commitment to the organization and reinforce their dedication to the people across the enterprise through interactions based on respect and recognition. In the tourism and hospitality industry, it is important both to know the specifics of the value chain and to be ready to respond to a rapidly changing external environment - to be successful change leaders.	
Course Methods	Lectures, workshops, individual groups, group works, field study, tests.	
Assessment:	The summed assessment, which is formed from the assessments of the work performed during the acquisition of the study material (60%) and the final exam (40%).	
Requirements for Credits:	In order to receive the final grade, all requirements (deliverables) must be met. Failure to meet the submission deadlines will result in a downgrade.	
Abiding by the Academic Ethics	Students must abide by the academic and research ethics, Vidzeme University of Applied Sciences Ethics Regulations, incl.: – study papers must be independently developed;	

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	– the study work should reference all statements, ideas and data used that have been authored by someone else; – appropriate data acquisition methods should be used in the acquisition of data, the research ethics must be respected, empirical data must be collected independently and cannot be distorted or falsified; – the examination must be carried out by the student independently, without the use of supporting materials and/or consultations with other students, unless the lecturer states otherwise. In the event of non-compliance with the academic and research ethics, punishment is imposed in accordance with the ViA Ethics Regulations and the study course must be re-taken, unless the punishment is extramarital.	

Learning Outcomes; the evaluation methods and criteria	**Learning Outcomes**	**The evaluation methods and criteria**
	Knowledge	
	On generic approaches to strategic leadership and an overall model of strategic leadership	Lectures, practical work
	On the driving forces of change and the influences of the Tourism business environment	Lectures, practical work, field work
	On the sustainability and business model innovation	Lectures, practical work
	Skills	
	Select and evaluate sources of information on which to base strategic decisions	Practical work
	Perform company strategy and leadership analysis, compare its performance with the strongest competitor or industry standard.	Practical work
	Teamwork and communication skills (including – outside university: with stakeholders etc.)	Practical work, team work, field work
	Competency	
	To know the specifics of the management of tourism companies, especially their interdis-ciplinarity and connection with other sectors	Practical work
	Evaluate the relevance of the strategy to the specific company	Practical work, field work
	Prepare the company for change.	Practical work, field work

Course Compulsory literature:	Rainey, D.L. (2014). *Full-spectrum Strategic Leadership: Being on the Cutting Edge Through Innovative Solutions, Integrated Systems, and Enduring Relationships*. EBSCO eBook, Information Age Publishing. Okumus, F., Altinay, L., Chathoth, P.K (2010). *Strategic Management for Hospitality and Tourism.* Selected topical publications from the journals: - Tourism management (Elsevier) - Journal of Travel research (Sage Pub) - Current issues in Tourism (Taylor & Francis)
Course additional literature:	Larry, S. (2019) *The spirit of Hospitality: How to Add the Missing Ingredients Your Business Needs.* EBSCO eBook, New York: Morgan James Publishing Stowell, S.J., Mead S.S., (2016), *The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future*. Wiley Bolland, E.J. (2017), Comprehensive Strategic Management: A guide for Students, Insight for Managers. EBSCO eBook, Bingley: Emerald Publishing Limited. Rothaermel, F.T. (2018). Strategic Management.

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Course confirmation date:	
Date of course description update:	

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Study Course Plan:

Date	Theme	Academic hours		Study Form/ Organization of independent work of students and task description
		Contact hours	Independent work hours	
The date is specified before the implementation of the course	The study course is designed in the form of a blended classroom, which means that, except for the 1st meeting, the students get acquainted with the theoretical information prepared by the lecturers before the joint online meeting / seminar. During the online meeting, new concepts are discussed, ambiguities are clarified, orientation is focused on new topics and various types of teamwork and / or presentations of the work done are presented. Team work should be done on the example of a given / selected real tourism / hospitality company.			
	Introduction to the study course, division into teams and raffle/selection of research sites / objects. Perspectives on Leadership and Management Constructs. Contemporary views and perspectives on holistic management systems and business models	1 2	1	Introduction to the study course and basic terms with student involvement. Visualization of the team's tourist place / object today and in 10 years. Independent individual work on comparative analysis of 2 scientific articles is assigned
	Full-Spectrum Strategic Leadership. The implications of multifaceted leadership perspectives	3	6	Q&A about the material to be learned for this meeting, orientation to the next topic (hereinafter abbreviated as "ordinary").
	Value chain in the hospitality and tourism industry	2	6	Ordinary. On-site discussion regarding value chain issues
	The Driving Forces of Change and the Influences of the Business Environment. The Critical Driving Forces	3	6	Ordinary. Teamwork on analysis of change and business environment is assigned.
	The Dynamics of the Business Environment. General perspectives. Market spaces. Social, political, ethical and economic dimension	3	6	Ordinary. Teamwork presentations.
	Leading Change through Insightfulness. General Concepts and Implications Pertaining to Leading Change. General Model for Leading Change	3	7	Ordinary. Independent individual work on insightfulness is assigned.
	Technological and Environmental Dimensions Pertaining to Change	1	4	Ordinary. Discussion regarding findings of individual work on insightfulness.
	Business performance methods: Balanced ScoreCard, Lean etc.	3	6	Ordinary.
	Crafting Solutions through Innovativeness. General Perspectives Pertaining to Solutions. The Solution Development Process	2	7	Ordinary. Teamwork in search of suitable technological, environmental or change management solutions for base companies is assigned.
	Shaping Systems through Inclusiveness. Holistic perspectives in system design and development. The embedded management system	2	6	Ordinary.
	Building and Sustaining Internal and External Relationships through Connectedness. General perspectives about relationships.	2	6	Ordinary. Teamwork presentations.
	High-Level Strategic Innovations. Critical Factors Involving Strategic Innovations. The	2	6	Ordinary. Analytical review of submission - individual

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	Main Elements of Strategic Innovation			analysis of 2 scientific articles.
	Business Model Innovation. The Main Elements of the Enterprise-Wide Business Model Framework	3	4	Ordinary. Teamwork on business model innovation or business model framework is assigned.
	Sustainable Success and Full-Spectrum Strategic Leadership	1	4	Ordinary. Teamwork presentations.
	Hours total:	*32*	*75*	