FACULTY OF SOCIETY AND SCIENCE
STUDY COURSE DESCRIPTION

Course Title:	**Strategic Leadership in Tourism**
Course code (LAIS):	*The course will be registered after receiving the license*
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
	3	5	125	40	85

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:	The aim of the study course is to provide comprehensive knowledge and to improve students' competences to perform exceptional strategic leadership and effective senior management 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 and requirements for Credits:	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%). In order to receive the final grade, all requirements (deliverables) must be met. Failure to meet the submission deadlines will result in a downgrade. If the student does not fulfill the conditions set for obtaining a positive evaluation, the course must be retaken in its entirety the next time; - Participation in the course will be evaluated in a 10-point system, taking into account the following criteria: *with distinction (10) – knowledge, skills and competence in various strategic leadership issues exceed the requirements;* *excellent (9) – knowledge, skills and competence in matters of strategic leadership fully meet the requirements;* *very good (8) – the requirements are fully met, however, in some issues related to strategic leadership, there is not a deep enough understanding to use the knowledge independently in solving more complex problems;* *good (7) – the requirements are met in general, but sometimes there are not enough skills to use the acquired knowledge in strategic leadership issues independently;* *almost good (6) – the requirements are met, yet there is insufficiently deep understanding of certain aspects of strategic leadership, as well as restricted ability to use the acquired knowledge;* *sufficient (5) – generally, the requirements are met, however, in several issues of strategic leadership, understanding is limited, inability to understand problems and use acquired knowledge can be observed;* *almost sufficient (4) – in general the requirements are met, there is a limited, understanding of certain conceptual issues of strategic leadership, also significant difficulties in the practical use of the acquired knowledge;* *poor (3) – knowledge of course topics is superficial and incomplete, the student is unable to use them in specific situations;* *very poor (2) – there is superficial knowledge, very limited understanding of the basic issues of the course, most of the requirements are not met;* *extremely poor (1) – there is no understanding of the basic problems of the course and related issues, there is almost no knowledge of the topics covered in the course.*
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; – 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 interdisciplinarity 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.	
Course confirmation date:	12.05.2021.	
Date of course description update:	-	

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 Main Elements of Strategic Innovation	2	6	Ordinary. Analytical review of submission - individual analysis of 2 scientific articles.

	Business Model Innovation. The Main Elements of the Enterprise-Wide Business Model Framework	5	9	Ordinary. Teamwork on business model innovation or business model framework is assigned.
	Sustainable Success and Full-Spectrum Strategic Leadership	2	8	Ordinary. Teamwork presentations.
	Hours total:	*40*	*85*	