

# ERASMUS MUNDUS

## EUROPEAN MASTER IN TOURISM MANAGEMENT (EMTM)



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*The Excellence of Learning through Diversity*

24<sup>th</sup> November 2015, Girona



# ERASMUS MUNDUS

## EUROPEAN MASTER IN TOURISM MANAGEMENT (EMTM)

### FULL PARTNERS



University of Girona (Girona, Catalonia, Spain)



University of Ljubljana (Ljubljana, Slovenia)



University of Southern Denmark (Köding, Denmark)

### UNIVERSITY ASSOCIATED PARTNERS



Sun Yat Sen  
University  
(China)



Cape Coast  
University  
(Ghana)



Voronezh State  
University  
(Russia)



University  
of Sao Paulo  
(Brazil)



Karaganda  
University  
(Kazakhstan)



Arizona State University  
(Arizona, USA)



Indian Institute of Travel  
and Tourism Management  
(India)

### INDUSTRIAL ASSOCIATED PARTNERS



# RATIONALE AND CONTENTS

## KÖLDING



## LJUBLJANA



## GIRONA



**ERASMUS  
MUNDUS  
EUROPEAN MASTER  
IN TOURISM  
MANAGEMENT  
(EMTM)**

Term 1  
**CONCEPTUALIZATION**  
University of S. Denmark

RATIONALE

Advanced conceptualization in sustainability, communication & economics in tourism development and management

Term 2  
**POLICY STRATEGIES**  
University of Ljubljana

RATIONALE

Sustainable and competitive tourism policy and strategy design in tourism development and management with emphasis on environmental issues

Term 3  
**IMPLEMENTATION**  
University of Girona

RATIONALE

Implementation of tourism strategies in the management of tourism destination and tourism products, with emphasis on tourism networks, innovation processes and customer management

**SUBJECTS (30 ECTS)**  
Sustainable Tourism Development (10 ECTS)  
Strategic Communication (10 ECTS)  
Leisure & Tourism Economics (8 ECTS)  
Project Management (4 ECTS)

**SUBJECTS (30 ECTS)**  
Tourism Policy (6 ECTS)  
Tourism & the E.U. (6 ECTS)  
Environmental Economics in Tourism (6 ECTS)  
Environmental Management in Tourism (6 ECTS)  
Research Methods in Tourism (6 ECTS)

**SUBJECTS (30 ECTS)**  
Partnership & Network Management in Tourism (6 ECTS)  
Local Tourism Destination Development & Management (6 ECTS)  
Management of Tourism Innovation & New Products (6 ECTS)  
Customer Management (6 ECTS)  
Cultural Tourism in Urban Destinations (3 ECTS)  
Contractual Arrangements in Tourism Management (3 ECTS)

TERM 4  
**INTEGRATION**  
Master Thesis - 30 ECTS  
University of Southern Denmark / University of Ljubljana / University of Girona and Partners (Sun-Yat Sen, Karaganda & Voronezh Universities)

### STUDENTS' MOBILITY STRUCTURE

KÖLDING  
First Semester



LJUBLJANA  
Second Semester



GIRONA  
Third Semester



Fourth  
Semester



IN ANY OF THE THREE FULL PARTNERS UNIVERSITIES

IN ANY OF THE UNIVERSITY ASSOCIATED PARTNERS FROM ALL OVER THE WORLD

IN ANY OF THE COMPANIES' ASSOCIATED PARTNERS (INTERNSHIP)

IN ANY OTHER COMPANY (INTERNSHIP)

### STUDENTS' PROFILE

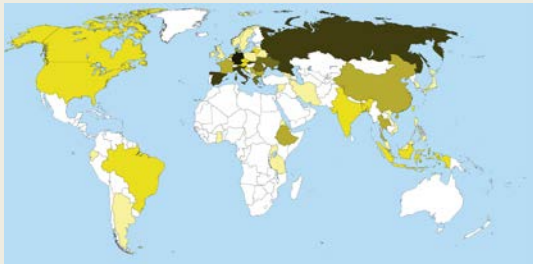
NUMBER PER COHORT: 25 (35)

NATIONAL DIVERSITY PER COHORT: > 20 (Balance EU – Non-EU) / students of same nationality per cohort < 4

NUMBER OF APPLICATIONS: > 400

NATIONAL DIVERSITY OF APPLICATIONS PER COHORT: > 100

LARGE DIVERSITY OF ACADEMIC BACKGROUNDS: SOCIAL SCIENCES AND HUMANITIES



Students' Nationalities( 2010-2013)





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## EUROPEAN MASTER IN TOURISM MANAGEMENT (EMTM)

### PROJECT OBJECTIVES

#### INTERNATIONALIZATION OF THE PARTNER UNIVERSITIES

##### 1. NEW INTERNATIONAL PRODUCT OF HIGH QUALITY

Attract new high quality students from both European countries and non-European countries

Enhance diversity in the classroom as added value to learners and teachers

Attract high quality visiting scholars

##### 2. GLOBAL ACADEMIC NETWORK

Build a network of university partners both in Europe and outside Europe with the purpose of creating trusting relationships, learning from each other regarding lecturing and administration, and fostering collaboration in academic research:

##### 3. GLOBAL INDUSTRY NETWORK

Enhance the relationships with the industry at international (global) level

##### 4. GLOBAL BRAND

Gain visibility and competitiveness both nationally and internationally



# ERASMUS MUNDUS

## EUROPEAN MASTER IN TOURISM MANAGEMENT (EMTM)

### MAIN OUTCOMES

#### INTERNATIONALIZATION OF THE PARTNER UNIVERSITIES

##### 1. NEW INTERNATIONAL PRODUCT OF HIGHT QUALITY

8 editions (4EM) + Quality Students + Number of applications + Number and diversity of students + Invited scholars and their direct and indirect contribution + Internationalization of both academic and administrative staff.

##### 2. GLOBAL ACADEMIC NETWORK

3 full partners + 7 non-EU associated partners: New academic collaborations + New research opportunities (sharing Individual partners, ....)  
Students entering other prestigious PhD programmes

##### 3. GLOBAL INDUSTRY NETWORK

8 associated partners + > 20 internship collaborations + > 40 Master thesis collaborations + > 130 employment links  
Bottom-up: students interests + faculty contacts

##### 4. GLOBAL BRAND

Erasmus Mundus brand: students applications and institutional recognition (rankings, lables, ...)  
EMTM brand: role of students prescriptions and strong identification with the programme, faculty, partner universities, industry collaborators and employability



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### MAIN EFFECTS ON ...

#### 1. FACULTY

Enhancement of the quality of teaching and visibility of lecturers + improvements in evaluation + identification of shortcomings + teaching in English + multicultural classrooms + new relationships with the industry (field trips, ....) and with other researchers from partner universities.

#### 2. DEPARTMENT

Strong gain in visibility both within the university and externally + creation of new 'local' programmes and new double international degrees with other partners (due to the growing demand fostered by the enhanced reputation of the EMTM)

#### 3. UNIVERSITY

Cultural Change: flexibility with regulations + innovation and creativity to find 'solutions' + internationalization of administrative staff  
Institutional improvements: Institutional visibility + Potential knowledge spillovers to other Departments (creation of additional joint programmes)

#### 4. HIGHER EDUCATION SYSTEM:

Flexibility with laws and regulations, i.e. Joint diplomas + prizes + .....





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### LINKS WITH STRATEGIC STAKEHOLDERS

#### UNIVERSITIES

##### FULL PARTNER' RELATIONSHIPS:

*How:* Universities' internationalization policy + Scan of suitable Partners (similarity + quality + commitment)

*When:* Three years before the start of the programme

*Type:* Pre-existing relationships not necessary + Trust and commitment

##### ASSOCIATED PARTNERS' RELATIONSHIPS:

*How:* Scanning on the basis of quality, geography, Market potential

*When:* Three years after the start of the programme

*Type:* Diverse (quality vs market potential)

#### INDUSTRY PLAYERS:

##### ASSOCIATED PARTNERS' RELATIONSHIPS:

*How:* Pre-existing relationships (partners and students)

*When:* Initial (at the start of EMTM as EM) + New (as they arise)

*Type:* Diverse (Intensity of collaboration + repetition + content of collaboration (MT, internships, lectures, field trips, Industry Day)

##### OTHER INDUSTRY RELATIONSHIPS:

*How:* Students' interests and initiative + Research

*When:* As they arise

*Type:* Diverse (Intensity of collaboration + repetition + content of collaboration (MT, internships, lectures, field trips, Industry Day)

### VIABILITY BEYOND THE CO-FINANCING PERIOD - SUSTAINABILITY

#### **1. COMPETITIVE ADVANTAGE: UNIQUENESS OF THE ADDED VALUE OF THE PROGRAMME**

Diversity in the classroom: nationality, culture and background + Diversity of experiences: three EU countries with field trips in each of them and a fourth in the fourth semester + Individualization of the Master Thesis proposal + Visiting scholars + Industry relations + Trusted and known brand (employability)

#### **2. FINANCES: FINANCIAL STRUCTURE AND MANAGEMENT**

Clear structure of costs, prices, break-even point, .... + Strategy to deal with the discontinuing of the lump-sum grant (keeping the essential after exploration) + Policy to deal with future potential changes in tuition fees

#### **3. MARKET: FOCUS ON SELF-FUNDING STUDENTS – NOT IN THE ERASMUS MUNDUS GRANTS**

EM grants essential to build the reputation and to gain visibility

#### **4. BRAND: EMPOWERMENT OF STUDENTS AND INTRODUCTION OF CONSTANT IMPROVEMENTS**

Make students participate and even take decisions regarding the activities of the programme (graduation ceremony, field trips, schedule of courses, industry relations, .....): Strengthen the identity and brand of the programme and its visibility in the international market + A good system of quality evaluation and decision making on the basis of it

#### **5. ADMINISTRATION: SPECIALIZED RESOURCES TO ADMINISTER THE PROGRAMME IN AN INTEGRATED WAY**

Consortium administrative co-ordinator + Partner administrative co-ordinators + Country Student representatives  
Integration of all the functions of the programme (application, selection, enrolment, evaluation, forms, .....)



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### WHY DID OUR PROJECT SUCCEED?

#### 1. FOCUS ON SELF-SUSTAINABILITY FROM THE VERY BEGINNING

The programme started without an Erasmus Mundus grant (the three first editions)

#### 2. FOCUS ON THE 5 ELEMENTS IDENTIFIED IN THE PREVIOUS SECTION AS ESSENTIAL FOR THE SUSTAINABILITY AND SUCCESS OF AN INTERNATIONAL JOINT PROGRAMME

A programme that is unique and with high added value + Strong and clear financial management + Focus on Self-funding students + Development of a strong brand + Design an adequate administrative structure

#### 3. ONLY THREE PARTNERS WITH SHARED LEADERSHIP AND OWNERSHIP

A simple structure that keeps all the cohort together and creates a strong feeling of community and identity among the students but also among other stakeholders + More funds available to each partner + More simple mechanisms of co-ordination

#### 4. THE SELECTION OF ASSOCIATED PARTNERS AND THE RELATIONSHIPS WITH THE INDUSTRY

The result of an ongoing emerging process from the interaction of all the stakeholders . In what concerns industry relations, the role of the students has been central

### MAIN DIFFICULTIES AND OBSTACLES AND HOW THEY WERE OVERCOME

#### 1. DESSIGN AND INTEGRATION OF CONTENTS

We had relied on pre-existing courses + Suitability of courses and lecturers + We had to share classroom with students from other programmes + Difficulty to change the name and contents of the subjects once approved: implicit adaptation and 'long-term' new dessigns

#### 2. INTEGRATION OF ADMINISTRATIVE PROCEDURES AND THE ISSUING OF JOINT DIPLOMAS

Enrolment of students during the two years + MT integration (SDU) + Accommodation (SDU) + Joint Diploma (UL) + Grading scales + Finance management and mechnisms to transfer money within the Consortium

#### 3. MANAGEMENT OF PRICES AND COSTS AND DEALING WITH THE POTENTIAL CHANGES IN TUITION FEES

Prices need correspond with the actual fees and other participation costs + Development of a tool to deal with cost accounting has proved to be essential + Over-enrolling can generate a financial buffer to deal with future temporary potential shortages of students .... + Negotiating with the partners a shield against potential changes in tuition fees.

#### 4. FINDING THE 'PERFECT' ADMNISTRATIVE COORDINATOR

Diversity of competences to deal with all types of student assistance, students recruitment, all types of reporting and network management capabilities

#### 5. INDUSTRY RELATIONS AND INTERNSHIPS

Internships are not compulsory but have become voluntary + From certain neglation of industry relations to a key aspect of the programme + 'Local' structures are not adapted + Students leadership with our assistance



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### SOME OPEN QUESTIONS ...

#### **HAVE THE UNIVERSITIES GOT THE RIGHT COMPETENCES AND A STRONG INTERNATIONALIZATION STRATEGY IN PLACE?**

In our case the whole process was programme-driven + A combination of both initiatives from the programme leaders and the assistance of knowledgeable specialized university staff seems to be an effective path + Potential for Knowledge spillovers within the universities.

#### **SUSTAINABLE PROJECTS OR 'GRANTS' HUNTING EXERCISES'?**

Starting as if there were no grants is a good strategy

#### **ARE THE UNIVERSITIES READY AND ABLE TO BE FLEXIBLE AND INNOVATIVE ENOUGH TO CREATE AND MANAGE THESE PROGRAMMES?**

The programme director and coordinators need easy and quick access to the different departments of the universities to deal with all the ongoing difficulties and staff must be open to be flexible to find solutions

#### **ARE THE HIGHER EDUCATION SYSTEMS READY TO IMPLEMENT THE NEEDED CHANGES SO THAT THEIR UNIVERSITIES CAN DESIGN AND IMPLEMENT THESE TYPE OF PROGRAMMES?**

Sometimes these systems can make the project unfeasible + This includes the fees of each system, on the basis of which prices are set

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**THANK YOU FOR YOUR ATTENTION**

Dr. JAUME GUIA

UNIVERSITY OF GIRONA

[Jaume.guia@udg.edu](mailto:Jaume.guia@udg.edu)

