

MINISTRY OF EDUCATION AND SCIENCE OF RUSSIAN FEDERATION
Federal State Autonomous Educational Institution of Higher Education
«FAR EASTERN FEDERAL UNIVERSITY»
(FEFU)

SCHOOL of ECONOMICS AND MANAGEMENT

Agreed upon
By the Head of EP



N.V. Topchy

-----2020

Confirmed by the head
of the department of

services and tourism



N.P. Ovcharenko

----- 2020

SYLLABUS MATERIALS

«Leadership and Ethics in Tourism and Hospitality»

Master degree programme

43.04.02 Tourism

International Tourism and Hospitality

Full time mode of studies

Course 1 term 2

Lectures 9 hrs

Practical classroom activities 9 hrs

Laboratory activities 0 hrs

Including activities using MAO lectures /practical 18 /lab hrs

The total number of classroom activities 18 hrs

Including those using MAO 18 hrs

Independent students' work 54 hrs.

Including activities for exam reading 36 hrs

Controlling tests (the number) 3

Credit 2 term

Exam term

Herein Syllabus materials are made according to requirements of the educational standard which is independently set by FEFU and stated by the Rector's order dated 07.07.2015 № 12-13-1282

The Syllabus materials were discussed at Services and tourism faculty meeting, the Minutes No. 7 dated " 28 " June 2017 -20

Service and tourism department Head Associate professor Ovcharenko N.P., PhD

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Purposes and Tasks of mastering the discipline are as follows:

The purpose of it is acquiring universal and business professional communicative competence and developing professional technological and communication skills.

The course tasks are to enable students to :

1. communicate in English using professional tourism and hospitality vocabulary
2. use correct structures typical of professional intercourse
3. read, understand and analyze relevant authentic materials including academic research writings
4. understand and compile documents used in everyday activities
5. develop and apply effective leadership technologies in tourism
6. assess possible technological risks for tourism and hospitality industry.

On completion of this course the students will acquire the knowledge of professional content of the course, the professional vocabulary of tourism and hospitality business intercourse in the scope of 3500-4000 units, knowledge of basic principles of developing and applying innovation technologies in tourism operation practices, capability to assess innovative technological risks for tourism, to arrange business sessions, tours, social and other events, presentations etc. and such practical skills and habits as: reading authentic texts, listening to and talking with English speakers, using special dictionaries and manuals, possessing writing habits allowing to understand and compile business letters and other documents in the sphere of tourism and hospitality.

Specific Competences. Master Degree students of tourism and services division are expected to possess Business English competences that empower them to read, understand and analyze relevant materials and documents the tourism company staff encounter, to understand English and American language users' speech, to write relevant notes, explanations, letters and all sorts of professional documents, to describe, identify and explain functions and

responsibilities of the staff, systems and technologies of labour, methods and sources of acquiring income, principles of developing and applying innovation technologies in tourism trade, assessing innovative technological risks and introducing modern standards systems into tourism activities.

The Code and Competence formulae		
UC -2 Ability to assess innovational and technological risks in services	Knows	Lexical units, phrases, speech patterns, rules of constructing and analysing essays, articles, discussions in English
	Is capable of	Using language structures in appropriate situations of the professional and scientific communication
UC -3 Ability to develop and use innovation technologies in services	Possesses	Habits of assessing innovational and technological risks in services, Communication abilities in English
The knowledge of basic principles of developing and applying innovation technologies in tourism and services		
PC-2 Ability to introduce modern standards systems into tourism industry.	Knows	Rules and principles of introducing modern standards systems into tourism industry.
	Is capable of	Using them in appropriate situations
	Possesses	Communication abilities in English and habits of assessing innovational and technological risks in services and tourism

The methods of learning are communicative.

Forms of activities are mainly classroom based, tutorials and independent students' work are also envisaged with no lectures whatsoever.

Technical means such as CDs, sound files, tape recordings, video courses and films are provided as well.

To develop and consolidate the above competences within the framework of the discipline "Innovations in Tourism and Hospitality" such interactive methods of teaching as business role play, simulating professional situations, problem solving activities, Case Studies etc. are regularly used.

I. THE STRUCTURE AND CONTENTS OF THE THEORETICAL PART OF THE DISCIPLINE

Theoretical part has been envisaged for the discipline "Leadership and Ethics in Tourism and Hospitality" in the scope of 9 lecturing hours including the following materials:

For contemporary scholars, the most morally attractive definitions of leadership hail from the 1940s, 1950s, 1960s, and Rost's (1991) own definition of the 1990s. They imply a noncoercive, participatory, and democratic relationship between leaders and followers. There are two appealing elements of these theories. First, rather than *induce*, these leaders *influence*, which in moral terms implies that leaders recognize the autonomy of their followers. Rost's definition used the word *influence*, which carries an implication that there is some degree of voluntary compliance on the part of followers. In Rost's (1991) chapter on ethics he stated, "The leadership process is ethical if the people in the relationship (the

leaders and followers) *freely* agree that the intended changes fairly reflect their mutual purposes.

The criteria that we use to judge the effectiveness of a leader are also not morally neutral. For a while, Wall Street and the business press lionized Al Dunlap (“Chainsaw Al”) as a great business leader. Their admiration was based on his ability to downsize a company and raise the price of its stock.

What are the Ethics of Hospitality?

The hospitality industry is competitive, and that rivalry between brands can lead to a compromise of Hospitality Ethics.

There are often clusters of hotels in close proximity to one another, and dissatisfied customers simply go elsewhere. Armed with a raft of “loyalty points” or discount programs, guests demand lower rates, special services and other amenities. This creates a dilemma in an industry that is just climbing out of the financial abyss into which the recent recession threw them.

How do you maintain standards of excellence while turning a profit when it costs more to operate?

The Ethics of Hospitality

According to slideshare.net there are ten basic tenets based on standards identified by the Josephson Institute of Ethics. These are:

- Honesty
- Integrity
- Trustworthiness
- Loyalty
- Fairness
- Concern and respect for others
- Commitment to excellence
- Leadership

- Reputation and morale
- Accountability

Those values are universal in business and in private life, so why is there an issue with following them in the hospitality industry? First, it is because of greed and corruption that are present in all corporations. The Enron scandal is one example, but there are many more. The hospitality industry, including lodging and restaurants, serves customers who must trust in the reliability of the establishment to care for them when they are most vulnerable, providing food and a clean, comfortable safe place to sleep. Second, ethics are important to maintain standards in an atmosphere of high competition so that low performance does not become the norm.

Hospitality Ethics in Consumer Transactions

The hospitality industry is primarily cash –based and people oriented. Sales are made online or at the front desk and are often completed without the customer seeing the property personally. Many consumers rely on branding to choose lodging or restaurants. That is where the ethic of commitment to excellence comes in.

Recommended: [Top 10 Online Associate Degrees in Hospitality Management 2016-2017](#)

Still, how does a manager or owner keep standards high when operating costs are soaring? As expenses rise, taking shortcuts and settling for inferior supplies and service is becoming the norm. Fairness emerges as a difficult standard to hold as well. Guests who are accustomed to discounts and rewards systems often demand to negotiate for rooms, but is it fair to give one a discount and charge another the full rate? Integrity involves truthfulness, and increasingly hospitality venues tout things like a “green orientation,” when their actions don’t back up the claim.

In-House Ethics

The code of ethics also applies to relationships within the industry and between employers and employees. Because of heated competition many hospitality businesses have resorted to corporate espionage.

Recently Hilton hired the ex-president of another luxury hotel chain. The other chain had invested millions of dollars in consumer research and the new Hilton employee brought all that information with him to his new position. Hilton then opened a luxury brand based on the data. Was it ethical for him to use the research findings? A court is deciding the answer to that question.

Another in-house issue involves employee ethics. In an industry known for low pay and long hours, who can blame a housekeeper for taking a gallon of liquid laundry soap or a package of toilet paper? That seems like a small thing, but small things add up to big losses. Unreported cash sales at the desks or at a guest table in a restaurant are common as well. In fact, the website [digital commons](#) quotes the results of 1995 survey: forty-four percent of restaurant workers said they had stolen money or merchandise from their employers. How does the industry convey a standard of ethics to employees who are often poorly trained, poorly compensated and who move from job to job?

There are many issues involved in maintaining a standard of excellence and in holding up a brand in which people can place their trust. It isn't easy, either, to operate a business that is growing more expensive to run and where consumer opinion matters so much. Still, the implementation of Hospitality Ethics is vital to creating a relationship with guests that will result in return business.

Ethical leadership

This study set out to address the issue of ethical leadership in a context different from those previously investigated. The current study empirically investigated the concept of ethical leadership in the hospitality industry focusing on middle level managers/supervisors in different hotels in Malaysia. Consequently, this research focused to investigate how ethical leadership could enhance both employee level outcomes (satisfaction and commitment) and organisational level outcomes (turnover intention and citizenship behaviours). This contribution of attending to both levels of outcomes makes this study a unique one in expanding both theoretical and practical knowledge of studying ethical leadership in the hospitality industries.

Brown, *et al.* (2005) argued that ethical leadership is associated positively with satisfaction with leader and with job dedication. Furthermore, these relationships have been empirically examined

(e.g. Neubert *et al.*, 2009), and arguments regarding ethical leadership being a significant driver of both employee satisfaction and commitment have been supported (e.g. Ruiz-Palomino *et al.*, 2011). The outcomes from the current study not only conform to the results of prior research but also extend the ethical leadership applicability in the hospitality industry in a non-western society that are consistent with the previous findings. Results obtained from this research suggest the positive and significant relationship of ethical leadership with both job satisfaction and affective commitment.

Brown and Trevino (2006) proposed that ethical leaders are considered to be role models in complying with particular ethical code of conducts, which would subsequently lead to employees expressing positive behaviours toward their organisations by being more satisfied and committed (Kim & Brymer, 2011; Neubert *et al.*, 2009; Ruiz-Palomino *et al.*, 2011).

Findings, whilst support this notion, suggest that being a role model is not limited to a particular industry or sector and could be generalised to other kinds of organisations. Inferring from those results, it could be argued that leaders are able to foster the sense of satisfaction and commitment among their employees by becoming role models in their organisations.

Furthermore, based on the definitions provided for job satisfaction (Locke, 1969) and affective commitment (Meyer & Allen, 1997), it could be argued that the possibility of satisfied and committed employees engaging in unethical incidences would be far less than those who are not.

What these employees do is satisfying and enjoying, and they are eager to stay and become committed to their organisation because they want to. This sense of pleasure and desire to stay amongst employees is deep rooted in what they observe as a role model in their organisations, who “talks the talk” and “walks the walk” in terms of being ethically committed to the objective of the organisations. This role model makes and clarifies the ethical journey of the organisation by establishing the necessary standards. He/she is a pioneer in expressing ethical behaviours and conducting ethical decision-makings, which would lead to satisfied and committed employees.

These role models, while being targeted for any misconduct in organisations, should also be credited with any successful ethical journey because they make this happen and bring prosperity. Findings from the current research indicate that the level of satisfaction and commitment among middle managers/supervisors in the hospitality industry would be influenced by the way their superiors behave. Superiors by being ethical role models (being honest, fair, and considerate) in this particular industry and treat their subordinates in a fair manner are believed to significantly

impact employees' behavioural outcomes toward their organisations. These findings are consistent with what Brown and Trevino (2006) postulated regarding the ability of ethical leadership to influence different organisational outcomes among employees.

The themes expected to be covered during the lecturing sessions focus on ethical leadership principles promoting effective management of all the activities in tourism and hotel enterprises. This study is set out to address the issue of ethical leadership in a context different from those previously investigated. The current study empirically investigated the concept of ethical leadership in the hospitality industry focusing on middle level managers/supervisors in different hotels in Malaysia. Consequently, this research focused to investigate how ethical leadership could enhance both employee level outcomes (satisfaction and commitment) and organisational level outcomes (turnover intention and citizenship behaviours). This contribution of attending to both levels of outcomes makes this study a unique one in expanding both theoretical and practical knowledge of studying ethical leadership in the hospitality industries.

In addition, the relationship between job satisfaction and organisational commitment has been addressed and empirical results suggest that job satisfaction is positively related to or Consistent with prior research, the findings from this study demonstrated that middle managers'/supervisors' job satisfaction is positively related to their affective commitment. When they feel satisfied and pleased with their working environments and with what they do, they would become committed and willingly stay in their organisations.

Another important part of our findings is the inclusion turnover intention and organisational citizenship behaviour as organisational outcomes resulted from satisfied and committed employees. Brown and Trevino (2006) argued that social exchange relationship would require employees to engage in a mutual fair and caring treatment when they are treated in a fair manner; and consequently they would express less counterproductive behaviours such as turnover intention. Turnover intention among subordinates has been a major concern for leaders in the hotel industry, since it will lead to increase in the associated costs such as hiring and training (Dalton & Todor, 1982). Findings from this study indicate that greater job satisfaction and commitment lead to lower turnover intention among middle level managers. While consistent with previous results, this would support the notion that being treated fairly and considerately would drive the sense of satisfaction and commitment, which consequently result in less counterproductive behaviours such intention to leave the organisation.

Moreover, the findings obtained suggest that both job satisfaction and organisational commitment are positively and significantly related to employee organisational citizenship behaviour. Prior studies have provided support for the significant role of both job satisfaction and organisational commitment in enhancing organisational citizenship behaviour (Hackett *et al.*, 2003). In the context of ethical leadership, the present study provides further insights for the key role that satisfaction and commitment play in improving citizenship behaviour among middle managers in the hospitality industry. This research implies that satisfied and committed employees would express more citizenship behaviours by sharing ideas, putting extra efforts and displaying helping behaviours for the benefit of their organisations.

This research focused on investigating ethical leadership in the hotel industry in a setting different from those previously examined. The hotel industry in a country like Malaysia, which has been reported by the United Nations World Tourism Organisation (UNWTO) to be in the list of 10 most visited countries in the year 2010 (The Star Online, 2012b), was an appropriate

target, since evidences of some unethical incidences also provided justification for the investigation. Empirical results drawn from Malaysian samples provide support for the influence of the ethical leadership on satisfaction and commitment, which then impact turnover intention negatively and citizenship behaviour positively. This would imply that hotel industry leaders in Malaysia would be able to avoid any ethical deviations by expressing ethical leadership characteristics, and by becoming role models in their behaviours and decision-making process. The managerial implication for the current investigation into the hotel industry is threefold. Findings of this study provide important managerial insights in which becoming a role model (treat others in a fair, honest, and considerate manner) and establishing standards in conducting ethical codes of conduct would result in greater productivity among subordinates' behaviours toward their organisations. Managers should be aware that ethical leadership could enhance both employee level outcomes and organisational level outcomes. First, in terms of employee level outcomes, managers are able to enhance two very important factors in this level, namely job satisfaction and affective commitment. Employees would be more satisfied and committed to their work if they witnessed the presence of a role model in their organisation that not only determines ethical standards but also abides and adheres to those standards in his/her behaviours and decision-making procedures.

Second, in terms of organisational level outcomes, managers should consider the findings from this study that organisational level outcomes such as turnover intentions and organisational citizenship behaviours could be significantly enhanced when employees are satisfied and committed. Turnover intention is a major concern for leaders in the hotel industry and it would increase the associated costs relevant to hiring and training (Dalton & Todor, 1982). Managers could avoid such costs by making employees satisfied and committed, which would result in decreasing their intention to leave the organisation and create the climate of extra efforts (sharing ideas, helping behaviours, etc.)

Ethical decision making as an indicator of leadership styles in(tourism and) hospitality management.

The issue of corporate social responsibility and its benefits has been discussed at length in both industry and academia. Much of the discussion has focused on what actually constitutes social responsibility and, given the nature of directors' responsibilities, whether or not corporations should be held accountable for the implementation of social policies that may or may not benefit direct shareholders. What is often missed in these discussions is that, irrespective of the company direction, decisions are made by individuals within that organization and therefore the issue of individual ethics is brought into play. Replicating a study by Girodo (1998) with police managers, this thesis examines the ways in which hospitality leaders in Australia seek to influence others in the workplace. One hundred and thirty three managers of hotels rated as three, four or five stars according to the Australian Automobile Association participated in this study, of which 91 provided answers to all questions. Factor analysis, MANOVA of factor scores across groups and t tests were used to identify differences across and amongst the groups to derive the results. The results indicate that the prevailing leadership styles in Australia are a blend of Machiavellian (manipulative) and Bureaucratic styles and that variance in this choice correlates with the age of the respondent. That is, the older the manager, the less Machiavellian or Bureaucratic they become. Based on the relationships explored by Hitt (1990), these leadership styles indicate that older managers are less inclined to use a utilitarian or rule-based ethical decision-making style, and more inclined to embrace a social contract or personalistic ethic approach. This is in line with general moral development theories that suggest we embrace more enlightened morals as we age. The difference in the use of various decision-making styles appears to correspond closely to generational differences; there is evidence that different styles are used by Baby Boomers, Generation X and Generation Y leaders. This finding warrants a closer review as it indicates that Generation Y leaders, in particular, are quite different in their expectations of their roles in work and, in fact, will make quicker decisions to move jobs if they feel they are not recognized or rewarded appropriately. Their application of ethics is also quite different to Baby Boomers in that they apply far greater weight to the here and now, and to the majority, than to the future or the individual needs of others.

II. THE STRUCTURE AND THE CONTENTS OF THE COURSE PRACTICAL PART

Materials for classroom based activities have been arranged in accordance with the Syllabus themes list.

The main themes of practical classroom activities have been distributed in the year terms as follows:

Classroom activities 1. (4 hours)

The Ethics of Hospitality

There are ten basic tenets based on standards identified by the Josephson Institute of Ethics. These are:

- Honesty
- Integrity
- Trustworthiness
- Loyalty
- Fairness
- Concern and respect for others
- Commitment to excellence
- Leadership
- Reputation and morale
- Accountability

Those values are universal in business and in private life, so why is there an issue with following them in the hospitality industry? First, it is because of greed and corruption that are present in all corporations. The Enron scandal is one example, but there are many more. The hospitality industry, including lodging and restaurants, serves customers who must trust in the reliability of the establishment

to care for them when they are most vulnerable, providing food and a clean,

Defining Innovation(8 hrs)

Difficulties in working out a definition for tourism and services sector. Approved standards for defining innovation in services. How innovation is understood in tourism and services. The central importance in the definition of innovation cited in the Handbook of Research on Innovation in Tourism Industries. Types of innovation the Oslo Manual for measuring innovation cites. Illustration of the notions of product innovation, process innovation, marketing innovation and organisational innovation. Types of innovation OECD and Eurostat cite. Product and service innovations. Process innovations orientations. Technologies and research subjects crucial for process innovations. Parameters making tourism destinations innovative. Management innovation

Classroom activities 2. (5 hours)

Ethical decision making as an indicator of leadership styles in tourism and hospitality management.

The issue of corporate social responsibility and its benefits has been discussed at length in both industry and academia. Much of the discussion has focused on what actually constitutes social responsibility and, given the nature of directors' responsibilities, whether or not corporations should be held accountable for the implementation of social policies that may or may not benefit direct shareholders. What is often missed in these discussions is that, irrespective of the company direction, decisions are made by individuals within that organization and therefore the issue of individual ethics is brought into play. Replicating a study by Girodo (1998) with police managers, this thesis examines the ways in which hospitality leaders in Australia seek to influence others in the workplace. One hundred and thirty three managers of hotels rated as three, four or five stars according to the Australian Automobile Association participated in this study, of which 91 provided

answers to all questions. Factor analysis, MANOVA of factor scores across groups and t tests were used to identify differences across and amongst the groups The Role of Leadership in ethical management in Tourism and Hospitality.

Why the concept of effective leadership is so vital for tourism industries?

Why did innovations in services and tourism used to be considered as secondary?

III Methodical Provisions and Recommendations for Students' Independent Activities

It is a well known fact that no course can be a success unless students do their best when working on their own. Materials for students' independent work offered in the syllabus guide might help them a lot. For example, as enclosed in the following graph students can be offered to participate in the following samples of learning activities:

Enclosure 1.

The Outline Graph for doing Independent assignments of the discipline

№	Dates and Time of performance	Kinds of Independent work	Approximate time Norms for Performance	Forms of Controle
1.	September – October	Preparation of the Essay. Theme1.	2 weeks	Oral Presentation
2.	November	Independent Work Theme 2.	1week 2 hrs	Drawing Graphs and

3.	December	Sustainable Tourism. Ecotourism in practice. Preparing the Essay on Theme 4.	2 weeks	Diagrams Written Test
4.	February March		2 hrs	Oral Presentation
5.	April – May	Independent Work Theme 5 Business Correspondence	2 hrs	Written Test
6.				Written Tests and Assignments

Independent Students' Work might include the following kinds of learning activities:

1. Preparation for classroom activities
2. Preparation for Written assignments
3. Writing Tests and essays
4. Reading additional literature
5. Preparations of presentations
6. Writing Course assignments.

Inhere enclosed is the plan-graph for students' independent work

No	Content of the independent activities	Times and dates
	Entitle texts 1,2,3,4,5 of the unit devoted to different approaches to innovation in services and tourism. Write annotations to texts 1,2,3,4,5 Prepare the report about one of the covered approaches.	The first week The second and third weeks 4-6 th week

<p>Do ex. 5 on p. 70 (EFTH)</p> <p>Write a composition about the importance of innovation in tourism and services and reasons for its underestimation in the past.</p> <p>Prepare presentation on themes indicated in units 2 and 3 about the sources of innovation as indicated in Handbook of research on innovation in tourism and hospitality.</p> <p>Prepare presentation on the evolution and future of hospitality and tourism innovation.</p> <p>Find a video illustrating the complexity of hotel management processes and make a commentary on the possible incremental innovations.</p> <p>Do exercise 8 on page 86 of unit 3</p> <p>Do exercise 1 of the unit « Managing tour operations»</p> <p>Answer the questions of the fourth unit of the section « Hotel Management»</p> <p>Write a composition about functions, skills and abilities of tourism managers.</p> <p>Model content of students' additional independent activities.</p> <p>Michael L. Kasavana, Richard M. Brooks. Managing Front Office Operations. Educational Institute of the American Hotel and Lodging Association. 2001 Part 1 Chapter 3.</p> <p>Unit 1. Chapter 3. Front office operations. Pages 91-104. Read the material, answer the questions at the end of the unit. Prepare the report.</p> <p>Margaret M. Kappa, Aleta Nitschke, Patricia B. Schappert. Housekeeping Management.</p>	<p>The 7th week</p> <p>8th week 9 неделя</p> <p>10,11,12th weeks</p> <p>13th week</p> <p>14th week</p> <p>15th week</p> <p>15th week</p> <p>16th week</p> <p>17th week</p>
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	<p>Educational Institute of the American Hotel and Lodging Association. 1997. Part 1. Chapter «The Role of Housekeeping in Hospitality Operations».</p> <p>Types of Hotels. Read the information, answer the questions at the end of the unit. Prepare the report</p> <p>Amanda Stronza. Forging new ground for ecotourism and other alternatives. The article in Annual Reviews. Read and answer the questions.</p> <p>Celso Garsia. Impacts of tourism development on water demand and beach degradation on the island of Mallorca. Read the material and answer the questions. Prepare a report.</p>	
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Model assignments to the articles for additional reading:

1. Read the article and outline its main parts.
2. Point out the outstanding factors the authors have investigated.
3. Write down all the problems the authors have tried to look into.
4. Be aware of the conclusion the authors have come to.
5. Express your own approach to the issues touched upon or studied.

It is a well known fact that no course can be a success unless students do their best when working on their own. Materials for students' independent work offered in the syllabus guide might help them a lot. For example students can be offered to participate in the following samples of learning activities:

Doing the tasks in writing

Reading supplementary materials in English

Preparing for and speaking at presentations

Learning for written tests

Getting ready for credit tests and exams

Answering questions

Reproducing dialogues

Learning conversational formulae

Reading the materials and entitling them

Writing dictations, essays, compositions

Writing pieces from business correspondence

Composing and dramatizing dialogues and polilogues

IV. Controlling the way the purpose of the course is achieved

Parts, units or themes to be controlled as well as forms of the current and intermediate attestation have been indicated in the following list of controlling activities.

Theme 1.

The Ethics of Hospitality (4 hours)

There are ten basic tenets based on standards identified by the Josephson Institute of Ethics. These are:

- Honesty
- Integrity
- Trustworthiness
- Loyalty
- Fairness
- Concern and respect for others
- Commitment to excellence
- Leadership
- Reputation and morale
- Accountability

Those values are universal in business and in private life, so why is there an issue with following them in the hospitality industry? First, it is because of greed and corruption that are present in all corporations. The Enron scandal is one example, but there are many more. The hospitality industry, including lodging and

restaurants, serves customers who must trust in the reliability of the establishment to care for them when they are most vulnerable, providing food and a clean,

Competences: UC-2, UC-3 , PC-2 . The students know several definitions mentioned in the Handbook of Research on Innovation in Tourism Industries, types of innovation, parameters making tourism destinations innovative. They are able to illustrate the notions of the forms of innovation under study. The students can describe all the required material in good English.

Difficulties in working out a definition for tourism and services sector. Approved standards for defining innovation in services. How innovation is understood in tourism and services. The central importance in the definition of innovation cited in the Handbook of Research on Innovation in Tourism Industries. Types of innovation the Oslo Manuel for measuring innovation cites. Illustration of the notions of product innovation ,process innovation, marketing innovation and organisational innovation. Types of innovation OECD and Eurostat cite. Product and service innovations. Process innovations orientations. Technologies and research subjects crucial for process innovations. Parameters making tourism destinations innovative. Management innovation

Forms of current control: Participation in Questionnaires, using statistical data for reports, commentaries on the students' statements, criticism

Forms of the intermediate control: Presentations on the material of the article “ Defining Innovation”

Theme 2.

Ethical decision making as an indicator of leadership styles in tourism and hospitality management.(5 hours)

The issue of corporate social responsibility and its benefits has been discussed at length in both industry and academia. Much of the discussion has focused on what actually constitutes social responsibility and, given the nature of directors' responsibilities, whether or not corporations should be held accountable for the implementation of social policies that may or may not benefit direct shareholders. What is often missed in these discussions is that, irrespective of the company direction, decisions are made by individuals within that organization and therefore the issue of individual ethics is brought into play. Replicating a study by Girodo (1998) with police managers, this thesis examines the ways in which hospitality leaders in Australia seek to influence others in the workplace. One hundred and thirty three managers of hotels rated as three, four or five stars according to the Australian Automobile Association participated in this study, of which 91 provided answers to all questions. Factor analysis, MANOVA of factor scores across groups and t tests were used to identify differences across and amongst the groups

The Role of Leadership in ethical management in Tourism and Hospitality.

Why the concept of effective leadership is so vital for tourism industries. Why innovations in services and tourism used to be considered as secondary.

Competences: UC-2 , UC-3, PC-2. The students know why innovations in services and tourism used to be considered as secondary. They can use the other way to define innovation in business terms and explain what the common denominator among the indicated changes is. The students are aware of the importance of creativity and innovations and their priority for tourism. They are able to illustrate the notions of the forms of innovation under study. The students can describe all the required material in good English.

Forms of current control: Participation in Questionnaires, using statistical data for reports, commentaries on the students' statements, criticism

Forms of the intermediate control: Presentations on the material of the article supplied in the Additional materials “ Practical Assignment 2”

The Code and Competence formulae		
UC-2 Ability to assess innovational and technological risks in services	Knows	Lexical units, phrases, speech patterns, rules of constructing and analysing essays, articles, discussions in English
	Is capable of	Using language structures in appropriate situations of the professional and scientific communication
UC-3 Ability to develop and use innovation technologies in services	Possesses	Habits of assessing innovational and technological risks in services, Communication abilities in English
		The knowledge of basic principles of developing and applying innovation technologies in tourism and services
PC-2 Ability to introduce modern standards systems into tourism industry.	Knows	Rules and principles of introducing modern standards systems into tourism industry.
	Is capable of	Using them in appropriate situations
	Possesses	Communication abilities in English and habits of assessing innovational and technological risks in services and tourism

V.List of Recommended Literature

The Main List of Recommended Literature

1. Anil Bilgihan, Mohammad Nejad, (2015) "Innovation in hospitality and tourism industries", Journal of Hospitality and Tourism Technology, Vol. 6 Issue: 3, <https://doi.org/10.1108/JHTT-08-2015-0033>
2. Gry Agnete Alsos, Dorthe Eide and Einar Lier Madse Handbook of Research on Innovation in Tourism Industries. Edward Elgar Publishing Limited UK ,2014
3. Guido Carlo Pigliasco. Tides of Innovation in Oceania. The Innovation of Tradition: Reflections on the Ebb and Flow of Heritage Regimes in Fiji. ANU Press,2017
4. Handbook of Researches on Innovation in Tourism Industries
Edward Elgar Publishing Limited UK, 2014
5. Harding K. High Season English for the Hotel and Tourist Industry. Workbook.- Oxford University Press,2009.
6. Harding K. High Season English for the Hotel and Tourist Industry .Course Book - Oxford University Press, 2009.
7. Jane Andrew. Integrating Innovation. Moving beyond policy path dependency: An approach to fostering innovation in South Australia. University of Adelaide Press ,2015
8. Martin Ronningen and Gudbrand Lien. The Importance of Systemic Features for Innovation Orientation in Tourism Firms. Edward Elgar Publishing Limited UK, 2014
9. Michael Fabinyi. Poverty, Morality and Marine Resource Regulation in the Philippines.
Resource Frontiers: Palawan, the Calamianes Islands and Esperanza. ANU Press,2012
10. Novikov V.S. Innovations in Tourism. Academia Publishing Center,2010
11. Peder Inge Furseth and Richard Cuthbertsen. The Service Innovation Triangle: Moving to an Alternative Business Model. Edward Elgar Publishing Limited UK, 2014

12. PETER SKIPPINGTON Harnessing the Bohemian. Artists as innovation partners in rural and remote communities. The Case Studies . ANU Press ,2016
Tommy Hoyvarde Clausen and Einar Lier Madsen. Innovations, Their Knowledge Sources and Their Effects in Experience-Based Tourism. Edward Elgar Publishing Limited UK, 2014
13. Understanding Tourism: Basic Glossary [Electronic recourse] – Electronic text data. – URL: <http://www.media.unwto.org/zh-hans/node/28110>
14. Tourism Glossary [Electronic recourse] – Electronic text data. – URL: <http://www.gdrc.org/uem/eco-tour/t-glossary.htm/> Tourism: Basic Glossary [Electronic recourse] – Electronic
15. Text data. – URL: <http://www.media.unwto.org/zh-hans/node/28110>
16. <https://opentextbc.ca/introtourism/chapter/chapter-9-customer-service>

Supplementary literature list:

1. Tourism Glossary [Electronic recourse] – Electronic text data. – URL: <http://www.gdrc.org/uem/eco-tour/t-glossary.htm/> Tourism: Basic Glossary [Electronic recourse] – Electronic
2. Text data. – URL: <http://www.media.unwto.org/zh-hans/node/28110>
3. Understanding Tourism: Basic Glossary [Electronic recourse] – Electronic text data. – URL: <http://www.media.unwto.org/zh-hans/node/28110>
4. Дроздова Т.Ю. English Grammar. – Спб.: «Химера», 2007.
5. Словарь «Большой глоссарий терминов международного туризма». – «Герда», 2008.
6. Дополнительные тексты по изучаемым темам.
7. Дроздова Т.Ю. English Grammar. – Спб.: «Химера», 2007.
8. Garcia, C. [Impacts of Tourism Development on Water Demand and Beach Degradation on the Island of Mallorca \(Spain\)](#) / C. Garcia, J. Servera // *Geografiska Annaler. Series A, Physical Geography*. – 2003. –

Vol. 85, № 3/4. Papers Presented: International Symposium on Land Degradation and Desertification. – P. 287-300.

9. Makartseva E.V. Innovation in Tourism and Hospitality <https://www.dvfu.ru/upload/medialibrary/f61/МакарцеваЕ.В.pdf> В каталоге изданий ДВФУ.

VI. TEACHING MATERIALS AND METHODOLOGICAL RECOMMENDATIONS FOR CLASSROOM BASED ACTIVITIES

Classroom based activities are major blocks for mastering “Leadership and Ethics in Tourism and Hospitality»

They help to increase the knowledge and confidence of students enhancing their future job and training prospects.

The choice of learning materials has been made having in mind modern business English language norms and “from easy to complex” principle.

British, American and Russian methodologies are being offered for all sorts of students` work. *All the teaching materials to support classroom activities have been listed in the previous chapter of the main and additional literature sources.*

The example of the classroom activities can be regarded in the following passages. We beg of the readers to bear in mind that these are only examples of possible activities, not the exact descriptions of the syllabus materials of the discipline “Leadership and Ethics in Tourism and Hospitality”.

Assignments to cover results of the classroom activities developing effective leadership communication skills for Customer Care, Tourism and Hospitality.

1. You are the assistant marketing director for Healthy Life Assurance in the UK. You are working at the stand at a trade fair when you see a potential customer. Introduce yourself and offer assistance. Unfortunately you don't have any more brochures(today is the last day of the fair) but you can send some when you are back in the office. Take the customer's contact details and ask about the best way to get in touch(by email? A visit?)
2. Today is Friday, 2 May. You are in London until Wednesday next week and would like to visit Gillain Browne in her office there.(You met at a recent trade fair and she is interested in your products.)If she is not when you call, ask to speak to someone else that can help.
3. Work with a partner to practise meeting a customer for the first time. Use the flow chart on page 14 (assignment 6) or make a dialogue that fits your own situation.
4. Think about the most successful shopping sites on the internet. What do they have in common? How do they provide the highest levels of customer satisfaction? Why is customer care such a priority? What is customer convenience?
5. You are the manager of the Italian ski resort Sci per Tutti. You wrote an email to ProfiSport yesterday asking for information about their latest ski equipment (catalogue and price list), and now somebody from the company is calling you to arrange a meeting . You are very busy next week but will be at the resort every day except Tuesday afternoon and Friday morning. (You might also have a lunch appointment on Thursday but are not 100 per cent sure.)
6. You work in the call center at Worldview Holidays PLC. You receive a call from a customer who would like information on package holidays to Japan. Ask him/her for information about dates, how many people will be travelling,and the customer's price range. Offer to send the customer your catalogue by email or post. Be sure to confirm the customer's contact details and personal requirements.

7. Your name is Ramaos and you are the customer service manager at Siniard LTD. You are arranging a seminar for 25 of your call center agents and have called a hotel near your offices to find out about the menu and prices for a buffet lunch and coffee breaks. You now receive an email from the hotel (partner B). Write an email back thanking Partner B for the information. You will try to make a decision by next week.

8. At a recent trade fair you met a new customer who is interested in information about your latest laptop. He/she gave you his business card and you promised to send the new brochure straight away. (You also saw him/her later at one of the trade fair cafes and had a quick lunch together.) Write your follow-up email (remember to attach the information he/she asked for) and give it to Partner B.

9. You work in the marketing department at Shopping Unlimited Retailers UK and meet someone from the sales department of New Tech IT telling you about their new software package for customer mailing lists. Greet your visitor and offer hospitality. Introduce him to colleagues and make small talk. Then show your interest in the software but say you expect a 40 per cent discount. You want him to call you back the next day with his offer.

10. Look at the news flash and the extracts from five advertisements. What kind of people' skills do the adverts mention? Complete the notes. Then answer the question: What kind of skills do You need for Your job?

(English for Customer Care . P. 8, assignment 6).

11. Look at the news flash and the extracts from five advertisements. What kind of people' skills do the adverts mention? Complete the notes. Then answer the question: What kind of skills do You need for Your job?

12. You work in the sales department of New Tech IT. Someone from the marketing department of Shopping Unlimited has asked you to come to their offices and tell them about your new software for customer mailing lists. Greet your visitor and offer hospitality. Introduce him to colleagues and make small talk.

Then tell them about your new software: it is the best product on the market. You can offer a 25 per cent discount on your latest system, but you need to discuss bigger discounts with your boss first, because only good customers get the bigger discounts .

13. You are a guest at the Hotel Majestic and go to the hotel office to speak to the manager. You want to complain that your room is too noisy. The people in the next room have loud parties every night and you have not been able to sleep very well, so you are tired for your business meetings. Also, the hotel bed is very uncomfortable which makes it even more difficult to get some rest. Tell the manager to take action or you will move to another hotel.

14. You work in the marketing department at Shopping Unlimited Retailers UK and meet someone from the sales department of New Tech IT telling you about their new software package for customer mailing lists. Greet your visitor and offer hospitality. Introduce him to colleagues and make small talk. Then show your interest in the software but say you expect a 40 per cent discount. You want him to call you back the next day with his offer.

VII.The Assessment Tools Pool

Assessment materials have been chosen from the Selected Materials Manual and can be seen in the following tasks and assignments.

Revision tasks, assignments and questionnaires

1.Read the extract from Oslo manuel, Handbook of Researches on Innovation in Tourism Industries and quotations from Eurostat, choose the appropriate information and answer the following:

Is there a specific definition for effective management in tourism?

How is effective leadership understood?

What does ethical leadership in tourism and hospitality refer to?

What is of central importance in the definition of effective leadership management cited in the Handbook of Research on Innovation in Tourism Industries ?

What principles of ethical efficiency of service activities does the Oslo Manual cite?

Could you please illustrate the notions of product innovation, process innovation, marketing innovation and organizational innovation?

What types of innovation do OECD and Eurostat cite?

What changes do product and service innovations indicate?

2. Read the extract from the selected materials of chapter 2 and formulate the answers to the question of the importance of the innovation concept for tourism and hospitality services, namely:

Why is the concept of innovation so vital for tourism industries?

Why did innovations in services and tourism use to be considered as secondary?

What is the other way to define innovation in business terms?

What is the common denominator among the indicated changes?

Creativity or innovations are of the priority for tourism? Why?

Where do new combinations show themselves in tourism?

On what condition can new combinations bring about new products, services and processes?

What benefits does application of innovation have?

3. Read the material of chapter 3 and get ready to differentiate the examples of product and process innovation as well as illustrate innovative collaborations between operating brands

4. Read the article from chapter 4 and outline the information in such a way that it could be used for your own retelling. Add your commentaries and illustrations.

5. Read the article from chapter 5. Focus on the meaning, concerns, steps to build customer relationships to be considered, impacts on organizations, ultimate purposes, benefits and features of good CRM

5.1 Comment on the following:

- a new way of thinking
- a new way of doing things
- rules to have delighted customers
- Customers 'expectations
- CRM as process
- "The Pareto Principle"

6. Read the case study from chapter 6 and comment on the way a small cottage enterprise created boutique teddy bears from products of the local environment around Tambo. Your commentaries could be made on the basis of any constituent part of this study. Write an essay or a criticism.

7. These are the questions you are expected to answer thus checking your comprehension of the selected materials:

Is there a specific definition for innovation in tourism?

How is innovation understood?

What does innovation refer to?

What is of central importance in the definition of innovation cited in the Handbook of Research on Innovation in Tourism Industries ?

What types of innovation does the Oslo Manual for measuring innovation cite?

Could you please illustrate the notions of product innovation ,process innovation, marketing innovation and organizational innovation?

What types of innovation do OECD and Eurostat cite?

What changes do product and service innovations indicate?

What are process innovations oriented toward?

What investment is essential for these innovations?

What technologies and research subjects are crucial for process innovations?

What parameters prove effective when making tourism destinations innovative?

What does management innovation relate to?

What can be a problem in this area?

What is the target group of management innovations?

Where could destinations declare their activities as innovative?

What are institutional innovations?

Where does the role of the state lie in tourism?

Can tourism companies be innovative?

Why is the concept of innovation so vital for tourism industries?

Why did innovations in services and tourism use to be considered as secondary?

What is the other way to define innovation in business terms?

What is the common denominator among the indicated changes?

Creativity or innovations are of the priority for tourism? Why?

Where do new combinations show themselves in tourism?

On what condition can new combinations bring about new products, services and processes?

What benefits does application of innovation have?

Will you give examples of innovations that have revolutionized the hospitality and tourism industries?

Where may these sort of innovations take place?

What innovations cannot be observed by the guests?

Can you differentiate the examples of product and service innovations?

Why have majority of service firms improved the quality of their service and can offer a more customized experience?

How can this be achieved?

What ways do service innovations determine?

What innovative collaborations between brands operating in different industries can you think of?

What is CRM?

Why does it belong to the Innovation sector ?

What type of innovation is it covered by ?

What does CRM concern and focus on?

What conditions do organizations and customers consider when building the relationship?

How can CRM impact on the organization ?

What is the purpose of CRM?

What are a good CRM capabilities?

Why can CRM enable fast market research?

Where does a significant change of the industry viewpoint paradigm lie ?

What are benefits (in terms of products and customers) ?

What do customers want ?

How far do customers' needs generally extend ?

What do they often include?

What does the idea of integrating customer involve ?

What is the difference between the traditional and modern approaches to CRM ?

What does customer integration require ?

How do customers' expectations vary ? (according to what factors)

It is well known that customer-oriented interactions between consumers and tourism employees influence the quality of the tourism experience.

What is customer orientation?

Are employees' positive attributes enough to ensure positive customer engagements? What should they be accompanied by?

What is SERVQUAL?

What are the dimensions of service according to the SERVQUAL model?

What touchpoints could be opportunities to maintain strong relationships with customers and to increase the likelihood of positive word of mouth sharing?

What may building positive relationships with loyal (existing) customers require?

What do loyalty programs pull together and help businesses do ?

Give an example of outstanding service (meeting or exceeding customer expectations).

How can we understand the term (concept) known as a moment of truth ?

If a business fails to meet customer expectations, how long can organization staff take to resolve problems? Why?

What do disappointed customers often want?

What is your point of view on good and remarkable service? What are they about? What does providing remarkable service require?

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