GoBali Study Abroad

UNIVERSITAS UDAYANA

BUSINESS & TOURISM · UDAYANA UNIVERSITY

Course Guide

All courses, learning objectives, weekly topics, exams and grading for your semester at Udayana University in Bali.

Udayana University | Bachelor level | Up to 35 ECTS | Taught in English

Contents

About the GoBali program 3

How to choose your courses 4

Basic subjects

Indonesian Language (Bahasa Indonesia) 6

Asian Economies 8

Money Management 10

Concentration Management

Cross Cultural Competence Management 13

Leadership 15

Entrepreneurship 17

Concentration Logistics

Logistics and Supply Chain Management 20

Instruments for Logistics and SCM 23

Logistic Controlling 25

Concentration Tourism

Tourism Product 28

Tourism Marketing and Sales 30

Sustainability and Tourism 32

Concentration Marketing

International Marketing 35

Brands and Brand Equity 38

Developing and Managing Channels of Distribution 41

Project

Project 45

The GoBali grading scale 47

About the GoBali program

GoBali Business & Tourism is a study abroad program at Udayana University in Bali, Indonesia, for bachelor (undergraduate) students.

Program requirements

A full-time course load for regular students is 30 ECTS per semester. GoBali students take at least 15 ECTS and at most 35 ECTS per semester.

How the courses are organized

The courses are divided into three sections: **basic subjects**, **concentrations** and the **project**.

- **Mandatory:** Indonesian Language is mandatory for all students and can't be dropped.
- **Basic subjects:** take at least one and at most two courses.
- **Concentration:** take at least one and at most three courses from your concentration.
- **Project:** optional.

How to choose your courses

Before you apply

- Read this course guide and make a pre-selection.
- Don't choose your courses at random: check the requirements of your home university and your major.
- Discuss your choice with the coordinator or your department / major advisor at your home university.

With your application

Choose one of the concentrations. You can switch your concentration until the end of the regular application period in your myUNUD account. After that, switching is no longer possible.

Course management

Every student has an account in **myUNUD**, Udayana University's student self-service system for GoBali, where you manage your courses yourself within the deadlines below.

Drop period

Every student starts with seven courses. During the **first two weeks of the semester** you can drop the courses you don't need, in your myUNUD account. After the drop period your choices are final and binding.

Remaining seats

During the **first week of the semester** you can also pick remaining seats in any course, regardless of your concentration, in your myUNUD account. Seats are given on a first-come, first-served basis, so popular courses may be full.

BUSINESS & TOURISM

Basic subjects

Indonesian Language is mandatory. From the basic subjects, take at least one and at most two courses.

Indonesian Language (Bahasa Indonesia)	5 ECTS
Asian Economies	5 ECTS
Money Management	5 ECTS

BASIC SUBJECTS · BUSINESS & TOURISM

Indonesian Language (Bahasa Indonesia)

CODE	CREDITS	LANGUAGE	LEVEL
BS1	5 ECTS	English/Indonesian	Bachelor

LECTURER	EXAMS
I Ketut Tika, MA	Mid-term written Test · Speaking Test · Final Term Written Test

Description

The Indonesian Language course introduces students to Bahasa Indonesia and gives them the skills they need in most day-to-day social and business situations.

Learning objectives

This course in Indonesian is designed for students who are beginners. It is consistently and intentionally focused on providing the students with the basic skills of Indonesian comprising key topics which serve as a foundation for interacting and communicating in Indonesian. In doing so, the materials are carefully selected to fulfill the students' communicative needs. Although the course is mainly intended for communicative purposes, a grammar review at the end of each section explains the grammatical and structural rules behind the expressions studied.

Weekly topics

1	Introduction
2	Bukan vs. Tidak
3	Numbers
4	Dates
5	Question Words
6	Hobbies
7–8	**Mid-term exam**
9	Active Construction
10	Transitive and Intransitive Verbs
11	Passive Construction
12	Imperative Construction
13	Degree of Comparison

14	More Time Indicators: Time Phrases	15	Conditional Construction

Grading

Attendance and Participation	**10%**
Mid-term written Test	**30%**
Speaking Test	**20%**
Final Term Written Test	**40%**

Books and other sources

1. Byrnes, C. et al. 2003. *Teach Yourself Indonesian*. London: Contemporary Books.
2. Fang, L. Y. 1991. Speak Indonesian. Singapore: Times Books International.
3. Hibbs, Linda, Tracey Stobbe, and Sally Ure. 1997. Kenalilah Indonesia Australia Pty. Ltd.
4. Griffith University. 1994. *An Indonesian Language Course*. Australia: Griffith University.
5. Lunandi, A.G. 1999. Indonesian Language for English Speaking Students. Book 1. Nerang: Trisons Designs
6. Lunandi, A.G. 2000. Indonesian Language for English Speaking Students. Book 2. Nerang: Trisons Designs
7. Partoredjo, I. S. 1981. Bahasa Indonesia Modern I & II. Mansfield, Queensland.
8. Sneddon, James Neil. 2010. 2nd edition. Indonesian Comprehensive Grammar. London: Routledge
9. White, Ian J. 1988. Bahasa Tetanggaku: A Notional-Functional Course in Bahasa Indonesia. Melbourne: Longman Cheshire.
10. Tika, I Ketut et al. Bahasa Indonesia.

BASIC SUBJECTS · BUSINESS & TOURISM

Asian Economies

CODE	CREDITS	LANGUAGE	LEVEL
BS2	5 ECTS	English	Bachelor

LECTURER	EXAMS
Mr. Putu Agus Ardiana, SE., MM., Macc&Fin., Ak	Written midterm and final exam (schedule and topics covered are to be advised)

Description

A number of scholarly research papers reveal that Asian countries have shown tremendous economic growth and are predicted to lead the world economy in the decades ahead. Asian “tigers” such as Japan, China, and Korea have proven their capability and quality to compete globally with the US and European countries. Emerging Asian economies such as India, Singapore, Malaysia, and Indonesia are also seen as potential leading economies of the coming decades. On the other hand, poverty, unemployment, income inequality, and some other macroeconomic problems also exist in Asia.

Learning objectives

The course aims to introduce the characteristics of (selected) Asian countries, mainly their macroeconomic conditions. Students undertaking this course are expected to be familiar with the economy of the (selected) countries after completing this course. Students must attend all weekly lectures, take an active part in case studies, submit assignments (to be advised) and sit the mid-term test and final exam. Students are expected to read the suggested readings and PowerPoint presentations and spend about 20 hours a week on self-study to succeed in this course.

Subjects covered

Microeconomic and macroeconomic issues in selected Asian countries such as applications of demand and supply laws in microeconomic policy settings, poverty, unemployment, among others.

Weekly topics

1. Economy of Asia
2. Economy of Indonesia
3. Economy of Malaysia
4. Economy of Singapore

5	Economy of Thailand
6	Economy of East Timor
7–8	**Mid-term exam**
9	Economy of Kazakhstan
10	Economy of China
11	Economy of Japan
12	Economy of Korea
13	Economy of the Arab League
14	Economy of India
15	Economy of Pakistan

Grading

Attendance	**20%**
Case Study	**20%**
Participation	**20%**
Mid-term test	**20%**
Final Exam	**20%**

Books and other sources

1. Barry Eichengreen, Yung Chul Park, and Charles Wyplosz, 2008, China, Asia, and the New World Economy, Oxford University Press.
2. Ivan Tselichtchev and Philippe Debroux, 2009. Asia's Turning Point: An Introduction to Asia's Dynamic Economies at the Dawn of the New Century, Wiley.
3. Joe Studwell, 2013, How Asia Works: Success and Failure in the World's Most Dynamic Region, Grove Press.
4. Yiping Huang and Shiro Armstrong, 2014, Asian Financial Integration: Impacts of the Global Crisis and Options for Regional Policies, Routledge.

BASIC SUBJECTS · BUSINESS & TOURISM

Money Management

CODE	CREDITS	LANGUAGE	LEVEL
BS3	5 ECTS	English	Bachelor

LECTURER	EXAMS
Dr. I.B. Made Wiyasha, MM	Written Case Study · Written mid-term and final Examination

Description

The course provides an understanding of the basic concepts of managerial finance and decision making, including financial analysis and commonly traded financial instruments and their valuation.

Learning objectives

After completing this course, students are competent in analyzing financial information, valuing commonly traded financial instruments and planning basic forms of investment.

Weekly topics

1. Finance and Business
2. Financial Statements and Analysis
3. Time Value of Money
4. Risk Management Foundation
5. Interest Rate and Bond Valuation
6. **Case Study & Written Mid-term exam**
9. Stock Valuation
10. The Cost of Capital
11. Leverage and Capital Structure
12. Hybrid and Derivative Securities
13. Banks and Financial Institutions
14. Revision and Case Study
15. Summary

Grading

Case Study	**40%**
Mid-term and final Examination	**60%**

Books and other sources

1. Gitman, L. J. 2006. *Principles of Managerial Finance*, 11th ed. Boston, MA: Pearson Addison Wesley.
2. Lecture slides distributed in class

BUSINESS & TOURISM

Concentration Management

Lead teams and build businesses across cultures.

Cross Cultural Competence Management	5 ECTS
Leadership	5 ECTS
Entrepreneurship	5 ECTS

CONCENTRATION MANAGEMENT · BUSINESS & TOURISM

Cross Cultural Competence Management

CODE	CREDITS	LANGUAGE	LEVEL
CE 1/1	5 ECTS	English	Bachelor

LECTURER	EXAMS
I Gusti Bagus Honor Satrya, B.Bus.Com., MIB	Written Case Study · Written mid-term and final Examination

Description

The course covers cross-cultural competence management with regard to cultural differences in international business. It provides an in-depth understanding of cultural distinctions, dimensions and competence in doing business in an ever more globalized environment. The aim is the long-term attainment of goals and objectives, using cultural understanding, selection, implementation and execution to create positive outcomes for a company or a multinational corporation (MNC).

Learning objectives

After completing this course, students are competent in managing cultural differences effectively and efficiently in business operations around the world.

Subjects covered

Globalization, Cultural diversity, Management, Organization, Internationalization, Risk Management, Communication, Human Resource Management

Weekly topics

1. Introduction
2. Globalization
3. Cultural Dimensions
4. Cultural Competence
5. International Business
6. **Case Study & Written Mid-term exam**

9	Internationalization
10	International Strategy & Structure, Marketing, and Manufacturing
11	Managing Risks of Internationalization
12	Intercultural Communication and Negotiating Across Cultures
13	Managing Multicultural Teams
14	Case Study
15	Summary

Grading

Case Study	**40%**
Mid-term and final Examination	**60%**

Books and other sources

1. Browaeys, M. J. and R. Price. 2011. *Understanding Cross-Cultural Management*, 2nd ed. Pearson Education.
2. Lecture slides distributed in class

CONCENTRATION MANAGEMENT · BUSINESS & TOURISM

Leadership

CODE	CREDITS	LANGUAGE	LEVEL
CE 1/2	5 ECTS	English	Bachelor

LECTURER	EXAMS
Ni Putu Sri Harta Mimba, Ph.D., SE, M.Si., Ak	Written mid-term and final Test

Description

Good leaders have always been expected to be able to solve new problems, capitalize on new opportunities and navigate the ever-changing landscape of business. Leadership is a complex process by which the leader influences others to perform and achieve. The attributes of leadership – beliefs, values, ethics, character, knowledge and skills – can all be learned.

Learning objectives

This course aims to provide the basis for understanding what leadership is and what leaders do to be successful.

Subjects covered

Leadership, Communication, Teamwork, Motivation, Relationship Management

Weekly topics

1. Introduction
2. Asta Brata Leadership
3. Leadership Styles
4. Strategic Leadership
5. Case Study
6. **Mid-term test**
9. Communications
10. Motivation
11. Case Study
12. Team Life Cycle

13 Problem Solving

14 Leadership in Management

15 Coaching and Mentoring

Grading

Individual Participation	20%
Group Assignment	10%
Mid-term test	35%
Final test	35%

Books and other sources

1. DuBrin, Andrew J. 2011. *Leadership: Research Findings, Practice, and Skills*. Mason, OH: South-Western.
2. Kanungo, R. N. 1998. "Leadership in Organizations: Looking Ahead to the 21st Century." *Canadian Psychology* 39 (1–2).
3. Kouzes, James M. and Barry Z. Posner. 2008. *The Leadership Challenge*, 4th ed.
4. Langton, N. and Stephen P. Robbins. 2007. *Fundamentals of Organizational Behaviour*. Pearson Education.
5. Northouse, Peter Guy. 2013. *Leadership: Theory and Practice*, 6th ed. SAGE Publications.

CONCENTRATION MANAGEMENT · BUSINESS & TOURISM

Entrepreneurship

CODE	CREDITS	LANGUAGE	LEVEL
CE 1/3	5 ECTS	English	Bachelor

LECTURER	EXAMS
Drs. I Gde Ketut Warmika, MM	Written mid-term and final Test

Description

This course explains the basic concepts of entrepreneurship, the role of entrepreneurs in the economy, creativity and entrepreneurship, and the entrepreneurial process, including the critical factors for starting a new enterprise, evaluating opportunities for a new business and the ingredients of a successful new business.

Learning objectives

After this course, students understand what it means to be an entrepreneur, why it matters and how to become one, by studying leadership and business skills and by building a business plan.

Weekly topics

1	Introduction, Overview, Basic Concepts of Entrepreneurship
2	The Entrepreneurial Process
3	Starting a New Venture; New Ideas, Opportunity Recognition, Problem Solving
4	Leadership and Entrepreneurship
5	Business Skills for Entrepreneurs: Marketing and Organization
6	Business Skills for Entrepreneurs: Basic Financial Reports
7–8	**Mid-term exam**
9	Business Plan Development: The Concept
10	Preparing and Developing the Business Plan: Group Assignment
11	Expanding the Venture: Goal Setting and Vision, Penetration, Diversification, Five Forces Model
12	Business Plan Presentation
13	Business Plan Presentation
14	Business Plan Presentation
15	Business Plan Presentation

Grading

Individual Participation, Assignments	**50%**
Mid-term and final Test	**50%**

Books and other sources

1. Bygrave, William D. 1994. *The Portable MBA in Entrepreneurship*. John Wiley & Sons.
2. Kotler, Philip. 1998. *Marketing Management*. New Jersey: Prentice Hall International.
3. Zimmerer, Thomas W., Norman M. Scarborough and Doug Wilson. 2008. *Essentials of Entrepreneurship and Small Business Management*. New Jersey: Pearson Education.

BUSINESS & TOURISM

Concentration Logistics

Keep global supply chains moving.

Logistics and Supply Chain Management	5 ECTS
Instruments for Logistics and SCM	5 ECTS
Logistic Controlling	5 ECTS

CONCENTRATION LOGISTICS · BUSINESS & TOURISM

Logistics and Supply Chain Management

CODE	CREDITS	LANGUAGE	LEVEL
CE 2/1	5 ECTS	English	Bachelor

LECTURER	EXAMS
Dr. I Made Suradnya, SE., MSc	Mid-term written Test · Final Term Written Test

Description

The course builds the understanding that business competition, now and in the future, is between supply chains rather than between individual companies. This course focuses on the systems approach to the planning, analysis, design, development, and evaluation of competitive supply chain management. It also covers topics such as global supply chain design, logistics, and outsourcing, supply chain information system support, supply chain in services, and several other recent supply chain innovations. The course is oriented mainly towards the Indonesian context.

Learning objectives

- Upon the completion of this course, the students should be able to:
- Acquire sufficient knowledge and understanding of the principles and approaches of management decision making
- Understand how supply chain strategy can provide a competitive advantage for organizations.
- Recognize the importance of leveraging supplier and distributor capabilities in value-generating business processes
- Identify the management components of supply chain management
- Recognize the role of effective information technology in reducing costs and improve service in supply chain management
- Understand the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- Identify the importance of ethics in implementing successful supply chain management
- Understand some key factors in the design of supply chain networks
- Analyze theoretical and empirical cases and propose practical solutions
- Recognize the emerging issues in supply chain management
- Apply the concepts and tools learned in the course to supply chain practice

Weekly topics

1. Introduction to Supply Chain Management
2. Supply Chain Functions and Activities
3. Supply Chain Business Process Integration
4. Trends in Supply Chain Management
5. Procurement and Subcontracting
6. **Written Mid-term Test**
9. Logistics and Supply Chain Management
10. Supply Chain Management Information System
11. Supply Chain Management Drivers and Obstacles
12. Ethics in Supply Chain Management
13. Supply Chain Management in Services
14. Supply Chain Performance
15. Summary

Grading

Classroom participation	**10%**
Individual and Group Assignments	**20%**
Case study	**20%**
Written mid-term and final Term Examination	**50%**

Books and other sources

1. Ballou, R. H. 2004. *Business Logistics Management*, 5th ed. London: Prentice Hall.
2. Bloomberg, David J., Stephen B. LeMay and Joe B. Hanna. 2001. *Logistics*, 1st ed. London: Prentice Hall.
3. Bozarth, Cecil C. and Robert B. Handfield. 2008. *Introduction to Operations and Supply Chain Management*, 2nd ed. London: Prentice Hall.
4. Chopra, Sunil and Peter Meindl. 2007. *Supply Chain Management: Strategy, Planning and Operations*, 3rd ed. London: Prentice Hall College Division.
5. Handfield, Robert B. and Ernest L. Nichols Jr. 1998. *Introduction to Supply Chain Management*. London: Prentice Hall.
6. Humphreys, P. K., M. K. Lai and D. Sculli. 2001. "An Inter-organizational Information System for Supply Chain Management." *International Journal of Production Economics* 70: 245–255.
7. Christopher, Martin. 1999. *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service*. London: Financial Times Prentice Hall.
8. Narayanan, V. G. and A. Raman. 2004. "Aligning Incentives in Supply Chains." *Harvard Business Review*, November.
9. Simchi-Levi, David, Philip Kaminsky and Edith Simchi-Levi. 2007. *Designing and Managing the Supply Chain: Concepts, Strategies, and Cases*, 3rd ed. USA: McGraw-Hill.

10. Stock, James R. and Douglas M. Lambert. 2000. *Strategic Logistics Management*. USA: McGraw-Hill Higher Education.

CONCENTRATION LOGISTICS · BUSINESS & TOURISM

Instruments for Logistics and SCM

CODE	CREDITS	LANGUAGE	LEVEL
CE 2/2	5 ECTS	English	Bachelor

LECTURER
Mr. Putu Agus Ardiana

EXAMS
Written midterm and final exam (schedule and topics covered are to be advised).

Description

Planning is extremely important: failing to plan means planning to fail. The course introduces the many planning instruments for logistics and SCM that ensure that demand is met by management's forecast, that a flexible budget can deal with changing demand, and that procurement analysis and management lead to the best choice of supplier. The most effective transportation mode also plays a very important role in delivering materials from the best supplier and delivering finished products to customers.

Learning objectives

The course introduces the principles of the instruments for logistics and SCM that enable a company to run its business efficiently and effectively and so create competitive advantages. Students undertaking this course are expected to be familiar with several instruments used in planning the logistics and SCM after completing this course. Students must attend all weekly lectures, take an active part in case studies, submit assignments (to be advised) and sit the mid-term test and final exam. Students are expected to read the suggested readings and PowerPoint presentations and spend about 20 hours a week on self-study to succeed in this course.

Subjects covered

Techniques and approaches used for logistics and supply chain activities.

Weekly topics

1. Introduction to Instruments for Logistics & SCM
2. Dynamic and Sustainable Logistics & SCM
3. Forecasting Techniques for Logistics & SCM
4. Flexible Budgets for Manufacturing Companies

5	Procurement Analysis and Management
6	Transportation Planning and Management
7	Master Scheduling
8	Material Requirements Planning
9	Distribution Channel Planning and Management
10	Product Pricing Strategy
11	Managing Customer Expectations and Value
12	Special Topic 1: Modernizing Inventory Management
13	Special Topic 2: The Success of Toyota
14	Special Topic 3: Complexity behind the Beauty of Porsche
15	Summary

Grading

Attendance	**10%**
Case Study	**30%**
Mid-term test	**30%**
Final Exam	**30%**

Books and other sources

1. Baily, Peter, David Farmer, Barry Crocker, David Jessop and David Jones. 2008. *Procurement Principles and Management*. Financial Times Prentice Hall.
2. Christopher, Martin. 2011. *Logistics and Supply Chain Management*. Financial Times Prentice Hall.
3. Finch, Byron J. 2008. *Operations Now: Supply Chain Profitability and Performance*. McGraw-Hill.
4. Global Reporting Initiative. 2014. “Sustainability Reporting.” www.globalreporting.org

CONCENTRATION LOGISTICS · BUSINESS & TOURISM

Logistic Controlling

CODE	CREDITS	LANGUAGE	LEVEL
CE 2/3	5 ECTS	English	Bachelor

LECTURER	EXAMS
Mr. Putu Agus Ardiana	Written midterm and final exam (schedule and topics covered are to be advised)

Description

As companies grow, they need more sophisticated inventory management. They must choose the best suppliers, who deliver orders on time, to the correct specification and in good quality. They must also make sure that production and internal business processes run properly and ultimately deliver finished products that make end customers happy. In addition, a company must be able to cut non-value-added costs to compete on a bigger scale.

Learning objectives

The course introduces the principles of controlling inventory and the related costs, so that a company can run its business efficiently and create competitive advantages. Students undertaking this course are expected to be familiar with several approaches and techniques of logistic controlling after completing this course. Students must attend all weekly lectures, take an active part in case studies, submit assignments (to be advised) and sit the mid-term test and final exam. Students are expected to read the suggested readings and PowerPoint presentations and spend about 20 hours a week on self-study to succeed in this course.

Subjects covered

Cost management in logistics and the supply chain

Weekly topics

1. Introduction to Logistic Controlling
2. Cost Behavior
3. Activity-Based Management
4. CVP Analysis

5	Inventory Valuation	11	The Balanced Scorecard
6	Inventory Management	12	Quality and Environmental Cost Management
7–8	**Mid-term exam**	13	Budget: A Planning and Control Tool
9	Strategic Cost Management	14	Just-In-Time and Total Quality Management
10	Tactical Decision Making	15	Vendor Management

Grading

Attendance	**10%**
Case Study	**30%**
Mid-term test	**30%**
Final Exam	**30%**

Books and other sources

1. Hansen, Don R. and Maryanne M. Mowen. 2012. *Cornerstones of Cost Management*. Cengage Learning.
2. Goetsch, David L. and Stanley Davis. 2012. *Quality Management for Organizational Excellence: Introduction to Total Quality*. Prentice Hall.
3. Richards, Gwynne. 2011. *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page.
4. Kaplan, Robert S. and David P. Norton. 1996. *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business Review Press.
5. Monden, Yasuhiro. 2011. *Toyota Production System: An Integrated Approach to Just-In-Time*. Productivity Press.

BUSINESS & TOURISM

Concentration Tourism

Learn tourism where it happens.

Tourism Product	5 ECTS
Tourism Marketing and Sales	5 ECTS
Sustainability and Tourism	5 ECTS

CONCENTRATION TOURISM · BUSINESS & TOURISM

Tourism Product

CODE	CREDITS	LANGUAGE	LEVEL
CE 3/1	5 ECTS	English	Bachelor

LECTURER	EXAMS
I Nyoman Sudiarta, SE., M.Par.	Written midterm and final exam

Description

A clear and explicit concept of the product will provide greater precision in discussions related to the nature of tourism and the planning, development, management and delivery of its products. A better understanding of the structure and functioning of the product will also help developers, entrepreneurs, and planners in creating more successful products for the marketplace. In the long run, the concept will help researchers to measure, analyze and model industry performance more accurately. Before presenting the concept, however, it will be useful to summarize the existing literature on product development by reviewing concepts of product development from both the demand (marketing) and supply side perspectives.

Learning objectives

The course teaches tourism product development as a prerequisite for satisfying tourists' changing demands and ensuring the long-term profitability of the industry. Ideally, tourism products meet marketplace demands, are produced cost-efficiently, and are based on the wise use of the cultural and natural resources of the destination.

Weekly topics

1	Introduction
2	Defining Tourism Product Development
3	The Tourism Destination and its Characteristics
4	Variables Influencing Tourism Product Development
5	Destination Strategy for Tourism Product Development
6	The Role of Destination Authorities in Tourism Product Development
7–8	**Mid-term exam**
9	Fundamental Issues in Tourism Development and Product Planning
10	Principles and Procedures for Tourism Product Development
11	Identifying Tourism Product Development Opportunities

12	Tourism Product Development Priorities and Putting the Plan into Action
13	Guidelines on the Model Approach to Tourism Product Development
14	Destination Variations
15	Study Tour

Grading

Individual Participation, Assignments	**50%**
Mid-term and final Test	**50%**

Books and other sources

1. Echtner, Charlotte M. and J. R. Brent Ritchie. 2003. "The Meaning and Measurement of Destination Image." *The Journal of Tourism Studies* 14 (1): 37–48.
2. Butler, R. W. 1980. "The Concept of a Tourist Area Cycle of Evolution: Implications for Management of Resources." *Canadian Geographer* 24 (1): 5–12.
3. Cooper, Chris, John Fletcher, David Gilbert and Stephen Wanhill. 1993. *Tourism: Principles & Practice*. Pitman Publishing.
4. Hsu, Cathy, Les Killion, Graham Brown, Michael J. Gross and Sam Huang. 2008. *Tourism Marketing: An Asia-Pacific Perspective*. Australia: John Wiley.
5. Leiper, Neil. 2004. *Tourism Management*. Australia: Pearson Education.
6. Mill, Robert Christie and Alastair M. Morrison. 2009. *The Tourism System*, 6th ed. USA: Kendall Hunt.
7. Plog, Stanley C. 2001. "Why Destination Areas Rise and Fall in Popularity." *Cornell Hotel and Restaurant Administration Quarterly* 42 (3): 13–24.
8. Smith, Stephen L. J. 1994. "The Tourism Product." *Annals of Tourism Research* 21 (3): 582–595.
9. UNWTO. 2011. *Handbook on Tourism Product Development*. Madrid: World Tourism Organization (UNWTO) and European Travel Commission (ETC).
10. UNWTO. 2012. *World Tourism Barometer*, Vol. 10, January.

CONCENTRATION TOURISM · BUSINESS & TOURISM

Tourism Marketing and Sales

CODE	CREDITS	LANGUAGE	LEVEL
CE 3/2	5 ECTS	English	Bachelor

LECTURER	EXAMS
Dr. I Nyoman Madiun, MSc	Case Study · Written Mid-term Exam · Written Final Exam

Description

This course is designed to give an understanding of the importance of marketing and sales in the tourism field. The marketing and sales process is discussed with related examples. The marketing environment, both micro and macro, is an important concept that students need to understand well. Practical case studies are used to analyze these two concepts. Marketing strategy concepts for achieving marketing goals are demonstrated with relevant examples.

Learning objectives

- By the end of the learning process, students should:
- Have an appreciation of the meaning and the role of marketing
- Have an understanding of the basics of strategic planning and the marketing process
- Have an understanding of the five essential elements of marketing as a philosophy of consumer orientation
- Be able to describe the environments in which companies operate, and show the influence of external forces on marketing decisions
- Be able to explain market segmentation, targeting, and positioning
- Have an understanding of how products are designed, named, packaged, and formed into product lines
- Be able to state the factors that affect pricing and compare general pricing approaches
- Be able to outline the key concepts of distribution channels and physical distribution
- Be able to explain communication and promotion strategy
- Be able to show the different approaches companies can take to a market to serve consumers' and their own needs

Weekly topics

1. Introduction
2. Marketing and Marketing Process

3	Marketing Management Philosophies
4	Marketing Environment
5	Market Segmentation
6	**Case Study & Written Mid-term exam**
9	Product Strategy
10	Pricing Strategy
11	Distribution Strategy
12	Promotion Strategy
13	Approaching the Market
14	Case Study
15	Review

Grading

Case Study	**40%**
Mid-term and final Test	**60%**

Books and other sources

1. Kotler, Philip and Gary Armstrong. 1994. *Principles of Marketing*, 6th ed. USA: Prentice Hall International.
2. Mason, J. Barry and Hazel F. Ezell. 1993. *Marketing Management*. New York: Macmillan Publishing Company.
3. Seaton, A. V. and M. M. Bennett. 1996. *Marketing Tourism Products*. International Thomson Business Press.

CONCENTRATION TOURISM · BUSINESS & TOURISM

Sustainability and Tourism

CODE	CREDITS	LANGUAGE	LEVEL
CE 3/3	5 ECTS	English	Bachelor

LECTURER	EXAMS
Ir. A.A.G. Raka Dalem, MSc (Hons)	Case Study · Written Mid-term Exam · Written Final Exam

Description

This course is designed to familiarize students with the concept of sustainable tourism and the integration of sustainable business practices into tourism and hotel operations. Students develop the ability to critically evaluate the impacts of tourism and to propose solutions to mitigate them. Different types of sustainable tourism, including ecotourism, are discussed. The theory is illustrated with case studies from around the world, and field trips give students a rare insight into successful business practices.

Learning objectives

- By the end of the learning process, students should:
- Identify the key concepts and issues of sustainability and sustainable tourism
- Describe and evaluate the environmental, socio-cultural and economic impacts of tourism
- Describe the phenomenon of ecotourism and position it in the broader context of sustainable tourism
- Classify and evaluate products and best practices in sustainable tourism
- Apply theoretical knowledge in a practical industry context
- Critically evaluate sustainable tourism business operations

Weekly topics

1. Introduction to Sustainable Tourism
2. Tourism Impacts, Carrying Capacity and Visitor Management
3. Ecotourism: Concept and Definitions
4. Sustainable Tourism Environments
5. Sustainable Tourism: Markets and Clients
6. **Mid-term Test**
9. Sustainable Tourism Business Development and Planning
10. Sustainable Tourism Regulation: Industry Professionalism and Accreditation

11	Community-based Sustainable Tourism / Indigenous Tourism
12	Ecotourism: Interpretation and Conservation
13	Sustainability in the Hotel and Resort Industry
14	Sustainable Tourism World Survey
15	Review and Case Study

Grading

Case Study	**40%**
Mid-term and final Test	**60%**

Books and other sources

1. Mason, Peter. 2008. *Tourism Impacts, Planning and Management*.
2. Alampay, Ramon Benedicto A., ed. 2005. *Sustainable Tourism: Challenges for the Philippines*. Makati City: PASCN.
3. Chawla, Romila. 2006. *Impacts of Tourism*. New Delhi: Sonali Publications.
4. Hall, C. Michael and Alan A. Lew. 2009. *Understanding and Managing Tourism Impacts: An Integrated Approach*. Milton Park: Routledge.

BUSINESS & TOURISM

Concentration Marketing

Build brands and reach customers worldwide.

International Marketing	5 ECTS
Brands and Brand Equity	5 ECTS
Developing and Managing Channels of Distribution	5 ECTS

CONCENTRATION MARKETING · BUSINESS & TOURISM

International Marketing

CODE	CREDITS	LANGUAGE	LEVEL
CE 4/1	5 ECTS	English	Bachelor

LECTURER	EXAMS
Dr. I Nyoman Madiun, MSc	Written Mid-term Exam · Written Final Exam

Description

Because of advances in technology, increasing international trade, growing global income levels, and a convergence of consumer tastes, companies worldwide must examine their business strategies and tactics with a global perspective. This course introduces a broad array of fundamental concepts and strategies that will enable students to understand these dynamic changes in the global marketing environment. A supplemental reading offers insight into international marketing in the service industry.

Learning objectives

- By the end of the learning process, students should:
- Be able to determine whether an organization is ready to “go global”
- Be able to assess markets and plan the development of an organization that is preparing a global marketing program
- Understand the tasks involved in managing global marketing programs

Subjects covered

Economies of scale; International marketing; Market segmentation; Marketing mix; Product life cycle; Transfer pricing; Vertical integration; Global markets

Weekly topics

1 Introduction
- Global Marketing
- The Global Manager
- Importance of Global Markets
- Development of Global Marketing
- Role in Global Marketing

2 The Global Economy
- International Trade
- Basic Theories of World Trade
- Outsourcing
- Economic Considerations

3 Cultural and Social Forces
- Definition of Culture
- Cultural Values
- Language and Communication
- Cultural Differences

4 Global Markets
- Markets and Buyers
- Consumer Markets
- Business Markets
- Government Markets
- Case: Airbnb, a “global, social experiment”

5 Global Competitors
- Globalization of Competition
- Home Country Actions and Global Competitiveness
- Competitors from Emerging Markets

6 **Mid-term Test**

9 Global Marketing Research
- International Marketing Research
- Challenges in Planning International Research
- Studying the Competition
- Outsourcing Research
- Developing a Global Information System
- Case: Shanghai Jahwa, China’s largest domestically owned manufacturer of everyday personal care products

10 Global Market Participation
- International Marketing Operations
- Evaluating National Markets
- Geographic Market Choices
- Country Selection

11 Global Market Entry Strategies
- Exporting
- Foreign Production
- Ownership Strategies
- M&A and Exit Strategies
- Case: Coca-Cola, “Ramadan package in Muslim countries”

12 Global Product Strategies
- Product Design
- Packaging and Labeling
- Warranty and Service Policies
- New Product Development

13 Global Strategies for Services, Brands, Social Marketing
- Marketing Services including Social Marketing
- Branding
- Trademarks and Brand Protection
- Case: Unilever, a study of successful franchising

14 Pricing for Global Markets
- Profit and Cost Factors
- Market and Environmental Factors
- Managerial Issues in Global Pricing

15 Global Promotion Strategies
- Global Promotion Strategies
- Personal Selling
- Global Account Management
- Selling to Businesses and Governments
- Other Forms of Promotion; Managing Global Advertising
- Global vs. Local
- Global Campaigns and Media Strategy
- Global-Local Decisions
- Case: H&M, optimizing the online experience

Grading

Individual participation	**10%**
Mid-term Exam	**30%**
Final Exam	**60%**

Books and other sources

1. Kotabe, M., A. Peloso, G. Gregory, G. Noble, W. MacArthur, C. Neal, A. Riege and K. Helsen. 2005. *International Marketing: An Asia Pacific Focus*. Brisbane: John Wiley and Sons.
2. Kotabe, M. and K. Helsen. 2010. *Global Marketing Management*, 5th ed. John Wiley and Sons.
3. Fletcher, R. and H. Crawford. 2011. *International Marketing: An Asia-Pacific Perspective*, 5th ed. Sydney: Prentice Hall.
4. Craig, C. S. and S. P. Douglas. 2005. *International Marketing Research*, 3rd ed. John Wiley and Sons.
5. Czinkota, M. and I. Ronkainen. 2010. *International Marketing*, 9th ed. Thomson South-Western.
6. Cateora, Philip R., Mary C. Gilly and John L. Graham. 2011. *International Marketing*, 15th ed. Boston, MA: Irwin McGraw-Hill.

CONCENTRATION MARKETING · BUSINESS & TOURISM

Brands and Brand Equity

CODE	CREDITS	LANGUAGE	LEVEL
CE 4/2	5 ECTS	English	Bachelor

LECTURER	EXAMS
Drs. I Gde Ketut Warmika, MM	Written Mid-term Exam · Written Final Exam

Description

“Brands and Brand Equity” provides a comprehensive review of the fundamental concepts and theories in branding and introduces key concepts, issues and terminology related to creating, nurturing, managing, leveraging, and defending strong brands. Students will learn the many components that make up a brand, the value that brands provide for consumers and firms, how firms create brand equity, and the key decisions that brand managers must make and the challenges they face. This course also combines theory and practice by summarizing and integrating the latest theories and models in branding research and illustrating them with examples from diverse industries, including the successes and failures of well-known brands.

Learning objectives

- By the end of the learning process, students should:
- Explain the crucial role of branding in an organization's success.
- Describe how organizations create strong, positive brands.
- Show ways to calculate the value of a brand.
- Explore how organizations can leverage and defend strong brands.

Subjects covered

Brand elements; Brand equity; Branding

Weekly topics

1. Brands and Brand Management
2. Customer-based Brand Equity
3. Brand Positioning and Values
4. Choosing Brand Elements to Build Brand Equity

5	Designing Marketing Programs to Build Brand Equity
6	**Mid-term Test**
9	Integrating Marketing Communications to Build Brand Equity
10	Leveraging Secondary Brand Knowledge to Build Brand Equity
11	Developing a Brand Equity Measurement and Management System
12	Measuring Sources and Outcomes of Brand Equity
13	Designing and Implementing Branding Strategies
14	Introducing and Naming New Products and Brand Extensions
15	Managing Brands over Time, Geographical Boundaries and Market Segments

Grading

Individual participation	**10%**
Mid-term Exam	**30%**
Final Exam	**60%**

Books and other sources

1. Aaker, D. A. 1996. Measuring brand equity across products and markets. California Management Rev. 38(Spring) 102-120.
2. Aaker, J. L. 1997. Dimensions of brand personality. J. Marketing Res. 34(August) 347-356.
3. Agrawal, M. K., V. R. Rao. 1996. An empirical comparison of consumer-based measures of brand equity. Marketing Letters 7(3) 237-47.
4. Ambler, T., and P. Barwise. 1998. The trouble with brand valuation. J. Brand Management 5(May) 367-377.
5. Argenti, P. A., B. Druckenmiller. 2004. Reputation and the corporate brand. Corp. Reputation Rev. 6(4) 368-374.
6. Barth, M. E., M. Clement, G. Foster, R. Kasznik. 1998 Brand values and capital market valuation. Rev. Accounting Studies 3 41-68.
7. Biehal, G. J., D. A. Sheinin. 1998. Managing the brand in a corporate advertising environment: A decision-making framework for brand managers. J. Advertising 27(2) 99-110.
8. Dacin, P., D. C. Smith. 1994. The effect of brand portfolio characteristics on consumer evaluations of brand extensions. J. Marketing Res. 31(5) 229-242.
9. Dowling, G. R. 1994. Corporate Reputations. Kogan-Page, London.
10. Feldwick, P. 1996. What is brand equity anyway, and how do you measure it? J. Market Res. Soc. 38(April) 85-104.
11. Gupta, S., D. R. Lehmann, J. A. Stuart. 2004. Valuing customers. J. Marketing Res 41(February) 7-18.
12. Hoeffler, S., K. L. Keller. 2003. The marketing advantages of strong brands. J. Brand Management 10(6) 421-445.
13. Kapferer, J.-N. 2005. The New Strategic Brand Management, Kogan-Page, London, England.
14. Keller, K. L. 2002. Branding and brand equity. Bart Weitz and Robin Wensley, eds. Handbook of Marketing, Sage Publications, London, 151-178.

15. Keller, K. L., S. Sood. 2004. The effects of product experience and branding strategies on brand evaluations. Working paper, UCLA, Anderson School of Management.
16. Keller, K. L., B. Sternthal, A. Tybout. 2002. Three questions you need to ask about your brand. Harvard Bus. Rev. September 80(9) 80-89.
17. Levitt, T. 1983. The globalization of markets. Harvard Bus. Rev. (May–June) 92–102.
18. Muniz, A. M. Jr., T. C. O'Guinn. 2000. Brand community. J. Consumer Res. 27(March) 412- 432.
19. Naik, P. A., K. Raman, R. S. Winer. 2005. Planning marketing-mix strategies in the presence of interaction effects. Marketing Sci. 24(1) 25-34.
20. Park, C. W., S. Y. Jun, A. D. Shocker. 1996. Composite branding alliances: An investigation of extension and feedback effects. J. Marketing Res. 33(November) 453-466.
21. Rao, V. R., M. K. Agrawal, D. Dahlhoff. 2004. How is manifested branding strategy related to the intangible value of a corporation? J. Marketing Forthcoming.
22. Schmitt, B. H. 1999. Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act and Relate to Your Company and Brands. Free Press, New York.
23. Steenkamp, J.-B., R. Batra, D. Alden. 2003. How perceived brand globalness creates brand value. J. International Bus. Studies 34 53-65.
24. Uncles, M., A. S. C. Ehrenberg, K. Hammond. 1995. Patterns of buyer behavior: Regularities, models, and extensions. Marketing Sci. 14(3, Part 2 of 2) G71-G78.
25. Zaltman, G. 2003. How Customers Think: Essential Insights into the Mind of the Market. Harvard Business School Press, Boston, MA.
26. Zhang, S., B. H. Schmitt. 2001. Creating local brands in multilingual international markets. J. Marketing Res. 38(August) 313-325.

CONCENTRATION MARKETING · BUSINESS & TOURISM

Developing and Managing Channels of Distribution

CODE	CREDITS	LANGUAGE	LEVEL
CE 4/3	5 ECTS	English	Bachelor

LECTURER	EXAMS
Ni Putu Sri Harta Mimba, Ph.D., SE, M.Si.	Written Mid-term Exam · Written Final Exam

Description

This course explores the multi-faceted nature of channels of distribution. The course provides guidelines for how producers of goods and services should cultivate, execute, and manage their go-to-market strategies. They can achieve success by implementing the notion of channel stewardship and applying its three main disciplines: mapping the industry channels, building and updating the channel value chain, and aligning and influencing the channel value chain. Managers are guided on whether to pursue direct and/or indirect channels of distribution. The lecturer presents a seven-step framework for building the channel value chain. In aligning and influencing the channel system, students discover the importance of aligning the network of suppliers and intermediaries to address customer needs, and how participating members should be rewarded in line with their efforts. Hard and soft power as key influential levers are discussed, and students are also introduced to a four-step alignment process for programming a high-performance channel system. This discipline also involves managing horizontal channel conflict. The course closes with an e-commerce supplement, which discusses how online channel capabilities have caused varying degrees of disruption among certain product categories. The course contains two interactive illustrations: "Channel Margins," which provides students with an overview of the effect of markups and margins that are added as the product or service winds its way through the distribution-channel system; and "Channel Profiles," which enables students to apply the seven-step value chain framework to build a sample distribution system, and to explore three different financial scenarios of a hypothetical company case example.

Learning objectives

- By the end of the learning process, students should:
- Understand the significance of distribution channels
- Know the concept of channel stewardship, its three disciplines, and the importance of managing channels comprehensively
- Recognize the four overarching forces affecting channel strategy (4 Cs) in mapping the industry: customer requirements, competitive actions, channel capabilities & costs, and channel power.
- Understand the need for and benefits of multi-channel stewardship

- Know from the e-commerce supplement how online channels have disrupted selected industries

Subjects covered

Channel advantage; Channel conflict; Disintermediation; Distribution; Distribution channels; Distribution planning; Hybrid channels; Marketing channel systems; Marketing channels; Multichannel marketing

Weekly topics

1. The value that distribution channels create
   - Marketing flows in channels and contact efficiency
2. Typical channel structure
   - Service outputs of channels
3. Channel schemes defined
   - Gaining differential advantage with channels
4. The characteristics of retailing
   - Retail marketing decisions: target markets and retail positioning strategy
   - Retail strategic profit model and Management Horizons Impact Model
5. Non-store retailing
   - Retail store brands and retail trends
   - Types of wholesalers
6. **Mid-term test**
9. Key challenges in channel design
10. Direct or indirect distribution
    - Exclusive, selective and intensive distribution
11. Why power is used in channels
    - The nature of channel conflict and conflict resolution strategies
12. Franchising: advantages and disadvantages for the franchisor and the franchisee
    - Types of franchising
13. The franchise sales process
    - Key success drivers in franchising
14. The structure of electronic marketing channels
    - Disintermediation versus reintermediation
15. Mobile electronic channels
    - Advantages and disadvantages of electronic marketing channels

Grading

Individual participation	**10%**
Mid-term Exam	**30%**
Final Exam	**60%**

Books and other sources

1. Bagozzi, Richard P. 1979. “Toward a Formal Theory of Marketing Exchange.” In *Conceptual and Theoretical Developments in Marketing*, edited by O. C. Ferrell, Stephen W. Brown and Charles W. Lamb Jr. Chicago, IL: American Marketing Association.
2. Brion, John M. 1965. *Marketing through the Wholesaler–Distributor Channel*. Marketing for Executives Series 10. Chicago, IL: American Marketing Association.
3. Duddy, Edward A. and David A. Revzan. 1947. *Marketing: An Institutional Approach*. New York: McGraw-Hill.
4. Lewis, Edwin H. 1968. *Marketing Channels: Structure and Strategy*. Perspectives in Marketing Series, edited by Robert D. Buzzell and Frank M. Bass. New York: McGraw-Hill.
5. McCammon, Bert C. and Robert W. Little. 1965. “Marketing Channels: Analytical Systems and Approaches.” In *Marketing Channels & Institutions: Readings on Distribution Concepts & Practices*, edited by Bruce J. Walker and Joel B. Haynes. Columbus, OH: Grid, Inc.
6. Shaw, Arch W. 1912. “Some Problems in Market Distribution.” *Quarterly Journal of Economics* 26 (4): 703–765.

BUSINESS & TOURISM

Project

Optional: a business concept for a real partner in Bali, developed in a team.

Project	5 ECTS

PROJECT · BUSINESS & TOURISM

Project

CODE	CREDITS	LANGUAGE	LEVEL
P	5 ECTS	English	Bachelor

LECTURER	EXAMS
One supervisor per group	Project Planning Report · Project Planning Presentation · Business Plan · Reflection Report · Final Presentation

Description

Students develop business concepts in groups of five. Each concept must relate to its real environment (Bali, Indonesia). The idea for the business concept may come from students, project partners or professors. Students carry out the projects independently and responsibly. In weekly meetings with their supervisor, students present their progress and get feedback. The result is a holistic business concept, which students present together with their business plan at the final presentation to convince the audience.

Learning objectives

Students deepen the knowledge they have already gained and learn to combine it across disciplines, apply it and work in an interdisciplinary project team.

Subjects covered

Project Management; Planning; Organization; Management; Controlling

Weekly topics

1	Project announcement
2	Project planning presentation
3–14	Students work on their project tasks, with weekly meetings with their supervisor
15	Preparation for the final presentation

Grading

Business plan	**50%**
Final presentation	**20%**
Process (individual)	**20%**
Reflection report (individual)	**10%**

Books and other sources

Further reading if required by the students:

1. Nokes, Sebastian. 2007. *The Definitive Guide to Project Management*, 2nd ed. London: Financial Times / Prentice Hall.
2. Cleland, David I. and Roland Gareis. 2006. *Global Project Management Handbook*. McGraw-Hill Professional.
3. Kwak, Young Hoon. 2005. "A Brief History of Project Management." In *The Story of Managing Projects*, edited by Elias G. Carayannis et al. Greenwood Publishing Group.
4. Harrison, F. L. and Dennis Lock. 2004. *Advanced Project Management: A Structured Approach*. Gower Publishing.
5. Kendrick, Tom. 2013. *The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right*, 3rd ed. AMACOM Books.

The GoBali grading scale

GoBali uses the European ECTS grading scale.

GRADE	PERCENT	DEFINITION
A+	95–100	Outstanding performance with only minor errors
A	90–94	
B+	85–89	Above the average standard but with some errors
B	80–84	
C+	75–79	Generally sound work with a number of notable errors
C	70–74	
C−	65–69	
D	60–64	Fair but with significant shortcomings
E+	55–59	Performance meets the minimum criteria
E	50–54	
F	0–49	Fail

Calculation of final grades

Your transcript shows the final grade for each course. Each course is graded as described in its course description in this guide.

Transcripts

Transcripts are usually sent to you 6–8 weeks after the exams. We don't convert our grades for international universities: each university converts the grades of its students according to its own criteria. A detailed explanation of the GoBali grading system comes with your transcript.

Re-sit exams

There are no re-sit exams at Udayana University for the GoBali program.

Udayana University, Center for International Programs, Bali, Indonesia.

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