

TransCSR

Transparency of CSR skills through ECVET in European tourism

Work Package 3

R5 “Learning Outcome Matrix”

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“Learning outcome matrix for a CSR-qualification in tourism”

CSR- Competence matrix EQF levels 3 – 5

EQF level	Knowledge	Skills	Competences
3 Assisting activities	CSR-Basics: <ul style="list-style-type: none"> • CSR, sustainable tourism • CSR and own my work, personal responsibilities 	CSR- Awareness: <ul style="list-style-type: none"> • Distinguish good and bad practices of CSR • Recognize areas of conflict in own work • Report on conflicts 	CSR-ability in own work: <ul style="list-style-type: none"> • Carry out tasks in the field of CSR-implementation • Respect CSR-principles in day-to-day work • Respect CSR-principles in new situations • Adapt own behavior under CSR-principles
4 Operational activities with own responsibilities for certain tasks	<ul style="list-style-type: none"> • Familiarity with concepts and tools in all CSR-fields 	<ul style="list-style-type: none"> • Use of CSR-tools and concepts for own field of responsibility / work 	<ul style="list-style-type: none"> • Improve sustainability of products • Reduce negative impact of products • Convince team members
5 Responsibility for CSR-implementation and development	<ul style="list-style-type: none"> • Familiarity with concepts, tools in all CSR-fields and state of the art discussion 	<ul style="list-style-type: none"> • Identify and choose CSR-tools according to their relevance and usefulness for company • Drive organizational change towards more CSR and sustainability 	<ul style="list-style-type: none"> • Advise on CSR-strategy, ethical issues and governance structures • Adapt tools based on state of the art CSR-discussion and trends • Ensure implementation of CSR-strategy and tools

Overview of CSR-topics and modules

1	CSR-Basics Corporate Social Responsibility Sustainable tourism Tourism impacts	6	Environmental responsibility Methods and tools Resource management Climate protection Mobility management Biodiversity management
2	Soft-/ Change Skills Internal CSR-communication External CSR-communication Project management	7	Responsible supply chain management Value chain management Value chain analysis Supplier development
3	Corporate Governance: Ethics Mission statement Governance Legal issues/ compliance Anti-Corruption/ Fair competition Human rights Stakeholders	8	Consumer issues Consumer rights and protection Consumer information Customer satisfaction Consumer trends
4	CSR-management model CSR-implementation CSR-analysis Continuous improvement CSR-reporting Certification	9	CSR in the workplace Workers' rights and protection Diversity and equality Work-life-balance Social dialogue and participation Training and education
5	Economic responsibility Sustainable economics Financial indicators Local value creation	10	Community Corporate citizenship Cultural heritage protection Regional development and community involvement

EQF level 3: CSR- assistant

CSR- topic	Knowledge	Skills	Competence
EQF description	Knowledge of facts, principles, processes and general concepts, in a field of work or study	A range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information	Take responsibility for completion of tasks in work or study; adapt own behaviour to circumstances in solving problems
CSR-description	CSR-Basics: <ul style="list-style-type: none"> • CSR, sustainable tourism • CSR and own my work, personal responsibilities 	CSR- Awareness: <ul style="list-style-type: none"> • Distinguish good and bad practices of CSR • Recognize areas of conflict in own work • Report on conflicts 	CSR-ability in own work: <ul style="list-style-type: none"> • Carry out tasks in the field of CSR-implementation • Respect CSR-principles in day- to-day work • Respect CSR-principles in new situations • Adapt own behavior under CSR-principles
CSR-Basics Corporate Social Responsibility Sustainable tourism Tourism impacts	<ul style="list-style-type: none"> • identify and describe the social, cultural, ecological & economic impacts of tourism on destinations, environment and organizations • describe how the tourism destination characteristics can affect the environment and community structures • define sustainable tourism and list the criteria of sustainable tourism • define CSR and explain the concepts and principles of CSR • explain the philosophy of CSR • name different labels/certification/ in sustainable tourism and their focus 	<ul style="list-style-type: none"> • discuss the most important existing problems in tourism (e. g. ecology, society, tourism in developing countries) • identify social, cultural, ecological and economic impacts caused by a specific organization/ own organization • recognize & explain sustainable principles • identify the general interactions, dependencies and societal responsibilities of a (corporate) organization 	<ul style="list-style-type: none"> • name arguments for sustainable travel to customers
Soft-/ Change Skills Internal CSR-communication External CSR-communication Project management	<ul style="list-style-type: none"> • describe marketing principles • have general understanding of communication principles • define aspects of internal communication 	<ul style="list-style-type: none"> • have command and show sensitivity for communication with external stakeholders (customers, partners, clients) • have command of different means of internal communication 	

<p>Corporate Governance: Ethics Mission statement Governance Legal issues/ compliance Anti-Corruption/ Fair competition Human rights Stakeholders</p>	<ul style="list-style-type: none"> • know what a Mission Statement means • know the mission statement of an organization • know the governance structure of own company • know the CSR-management in own company • name different stakeholders in tourism politics • name relevant national legislation • know the anti-corruption policy of the company if applicable • explain basic principles of human rights in tourism • name areas of conflict between human rights and tourism • define the term "stakeholder" • define key stakeholders (national, international) 	<ul style="list-style-type: none"> • name internal and external stakeholder groups of the company 	<ul style="list-style-type: none"> • report on unethical behavior • act in accordance to principles formulated in a mission statement • act in accordance/ compliance with national legislation • act in accordance with anti-corruption policy of the company
<p>CSR-management model CSR-implementation CSR-analysis Continuous improvement CSR-reporting Certification</p>	<ul style="list-style-type: none"> • describe aspects of continuous improvement • define social sustainable reporting • name audits and reporting standards 		<ul style="list-style-type: none"> • refer to possible topics of improvement
<p>Economic responsibility Sustainable economics Financial indicators Local value creation</p>	<ul style="list-style-type: none"> • describe basics of tourism economics 	<ul style="list-style-type: none"> • explain the importance of regional suppliers and seasonal products 	

<p>Environmental responsibility Methods and tools Resource management Climate protection Mobility management Biodiversity management</p>	<ul style="list-style-type: none"> • describe that tourism has impacts on the environment • describe basics of environmental sustainability and the relationship between tourism and natural resources • Know different types of protected areas • identify environmental labels, standards, awards and certifications • name environmental sustainability tools • describe basics of resource efficiency • express aspects of climate change and tourism • list activities of climate protection in tourism • know environmental impacts of transportation • know alternative mobility concepts • identify influences of environmental tourism factors on plants and animals • identify influences of tourism on water resources and quality • identify influences of tourism on material use and paper • identify influences of environmental tourism factors on energy • identify influences of tourism on waste • identify influences of tourism on pollution and harmful substances 	<ul style="list-style-type: none"> • explain the importance of nature for leisure and tourism • inform tourists about advantages of environmental labels, standards, awards and certifications of products • put forward arguments for more sustainable means of transportation 	<ul style="list-style-type: none"> • inform tourists when visiting ecologically sensitive areas • be able to behave in a resource efficient manner
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<p>Responsible supply chain management Value chain management Value chain analysis Supplier development</p>	<ul style="list-style-type: none"> describe the tourism supply chain 	<ul style="list-style-type: none"> identify potentials for improvement of CSR in the supply chain name potentials of grievance in the tourism supply chain (environmental and labour standards) 	
<p>Consumer issues Consumer rights and protection Consumer information Customer satisfaction Consumer trends</p>	<ul style="list-style-type: none"> know legal basics of consumer health and safety understand legal basics of customer complaints know legal basics of non-discrimination describe customers as key stakeholders know legislation on data protection and privacy 	<ul style="list-style-type: none"> adhere to legislation of protection of consumers health and safety handle customer complaints in a understanding and solution-oriented way adhere to legislation of non-discrimination work towards customer satisfaction adhere to principles of fair contracting, fair communication and unbiased information towards customers adhere to legislation of data protection and privacy 	<ul style="list-style-type: none"> sensitively indicate CSR-aspects of travel packages to customers report on any conflict of data protection and privacy give basic information on sustainability of products
<p>CSR in the workplace Workers' rights and protection Diversity and equality Work-life-balance Social dialogue and participation Training and education</p>	<ul style="list-style-type: none"> describe people management define labour legislation know characteristics of workplace health and safety name benefits of continuous training and education know legal basics of employee participation know legal basics of equality know legal basics of working hours 	<ul style="list-style-type: none"> identify and report conflicts of labour conditions and corporate as well as legal/ standards identify and report conflicts of non-discrimination and equality 	

<p>Community Corporate citizenship Cultural heritage protection Regional development and community involvement</p>	<ul style="list-style-type: none"> • define the social responsibility of a tourism organization • describe basics of Corporate Citizenship • explain cultural differences in different countries • define the term cultural identity • describe the basic function of heritage sites • give examples of successful world heritage sites • describe the role of tourism in regional development 	<ul style="list-style-type: none"> • name positive and negative social impacts of tourism organizations on society and local communities • explain the significance of cultural interactions in the context of sustainable tourism • explain how to protect cultural heritage 	
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CSR-qualification EQF level 3

EQF level 4: Operational CSR

CSR- topic	Knowledge	Skills	Competences
EQF description	Factual and theoretical knowledge in broad contexts within a field of work or study	A range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	Exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change; supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities
CSR-description	<ul style="list-style-type: none"> Familiarity with concepts and tools in all CSR-fields 	<ul style="list-style-type: none"> Use of CSR-tools and concepts for own field of responsibility / work 	<ul style="list-style-type: none"> Improve sustainability of products Reduce negative impact of products Convince team members
CSR-Basics Corporate Social Responsibility Sustainable tourism Tourism impacts	<ul style="list-style-type: none"> describe what a sustainable destination is regarding the cultural, social and physical aspects/necessities of a tourism destination describe sustainability analyses describe developments regarding alternative forms of tourism such as responsible, ecological, fair, community based tourism etc. describe the evolution of definitions describe CSR Management explain ethical and socio-political backgrounds of CSR state the importance of CSR for different tourism sectors (hospitality sector, tour operators) describe CSR instruments/tools/policies in tourism name CSR best practices 	<ul style="list-style-type: none"> weigh up the pros and cons of alternative forms of tourism identify sustainable travel products and components of travel products explain how to implement CSR principles in field of work distinguish sustainable solutions for a given problem from “non-sustainable” ones distinguish sustainable focal areas for different tourism sectors (hospitality, tour operator, destination) 	<ul style="list-style-type: none"> supervise studies on impacts of tourism be aware of what sustainability means for businesses apply the concept of CSR at public institutions & private organizations

<p>Soft-/ Change Skills Internal CSR-communication External CSR-communication Project management</p>	<ul style="list-style-type: none"> • define marketing tools, product target groups, goals • describe principles of environmental marketing • describe the fundamentals of Press and Public Relations, advertising media and a successful control of the PR work • describe communication methods with tourists and local stakeholders • describe the importance of internal communication for CSR 	<ul style="list-style-type: none"> • use different marketing tools • take part in internal communication processes of CSR 	
<p>Corporate Governance: Ethics Mission statement Governance Legal issues/ compliance Anti-Corruption/ Fair competition Human rights Stakeholders</p>	<ul style="list-style-type: none"> • understand the importance of sustainability and ethics for tourism development • describe elements of a Mission Statement • express the importance of a Mission Statement • name EU & national policies & legislations • identify legislation for human rights (employees, supply chain, local people) • define the term “stakeholder engagement” • describe participation of stakeholders 	<ul style="list-style-type: none"> • Identify situations of conflict of a mission statement and working situations • report on situations of human rights violations • integrate different stakeholders in the business activities • differentiate corporate stakeholder interests and discuss possible areas of tension 	<ul style="list-style-type: none"> • differentiate interests of different stakeholders in tourism politics • understand the universality of human rights and cultural relativism • identify human right violations in practice • explain the stakeholder concept

<p>CSR-management model CSR-implementation CSR-analysis Continuous improvement CSR-reporting Certification</p>	<ul style="list-style-type: none"> locate state-of-the-art sustainable solutions for different sectors in tourism describe the importance of continuous improvement and the instrument of an improvement program name tools and methods of reporting describe different approaches of certification schemes 	<ul style="list-style-type: none"> evaluate own business behavior concerning improvements appraise different sustainability reporting standards differentiate between labels and criteria 	<ul style="list-style-type: none"> perform inquiries among internal stakeholders give recommendations for improvement
<p>Economic responsibility Sustainable economics Financial indicators Local value creation</p>	<ul style="list-style-type: none"> identify tourism economics specifics (seasonality and employment), importance of developing seasonal products describe the most necessary basic knowledge of corporate economic activity in general describe Accounting Principles describe finance and funding for a regional development 	<ul style="list-style-type: none"> describe corporate foundations for community development 	
<p>Environmental responsibility Methods and tools Resource management Climate protection Mobility management Biodiversity management</p>	<ul style="list-style-type: none"> define the impacts of tourism on the environment appraise environmental resources as an important part of the tourism offer recall topics of environmental sustainability know the main differences between different types and functions of protected areas explain the idea of ecotourism, ecotourism development and management in regional / national destinations know the key actors in ecological tourism describe characteristics of environmental labels, standards, awards and certifications explain carrying capacity concepts, management concepts 	<ul style="list-style-type: none"> describe how to inform tourists when visiting sensitive areas explain the role of tourism for protected areas apply cost-effectiveness calculations (e.g. renewable energy) consider costs for installations of new technologies and energy savings explaining the basic principles of climate change, mitigation and adaption define challenges facing sustainable practice of travel and transport for sustainable tourism differentiate tourism products with positive and negative impacts on biodiversity differentiate tourism products with positive and negative impacts on water use 	<ul style="list-style-type: none"> sensibilise tourists towards ecological impacts prepare green events use environmental sustainability tools reduce spending resources (energy efficient light bulbs, water saving etc.) apply simple tools and measures for climate protection bring forward suggestions for improvement on biodiversity protection bring forward suggestions for water saving bring forward suggestions for reduction of material use bring forward suggestions for reduction of energy use bring forward suggestions for reduction of waste and pollution

	<ul style="list-style-type: none"> and monitoring concepts explain specifications and functions of tourism ecology know different environmental sustainability tools name new technologies that reduce consumption of resources define the terms climate change reduction, mitigation and adaptation name mitigation and adaptation strategies for impacts induced by climate change describe tourism impacts on nature and biodiversity, water resources and quality, material use, energy consumption, waste production, pollution and harmful substances 	<ul style="list-style-type: none"> differentiate activities with positive and negative impacts on material use and energy use differentiate activities and products with positive and negative impacts on waste and pollution 	
Responsible supply chain management Value chain management Value chain analysis Supplier development	<ul style="list-style-type: none"> describe the sustainable supply chain 	<ul style="list-style-type: none"> recognize the importance of CSR in the tourism value chain and offer design carry out tools of supply chain analysis 	<ul style="list-style-type: none"> identify problems in the company's supply chain and suggest improvements
Consumer issues Consumer rights and protection Consumer information Customer satisfaction Consumer trends	<ul style="list-style-type: none"> define quality management and explain the characteristics of quality know consumer trends 	<ul style="list-style-type: none"> interpret consumer trends in the context of CSR 	<ul style="list-style-type: none"> sensitively indicate CSR-aspects of travel packages to customers inform customers about advantages of sustainable products

<p>CSR in the workplace Workers' rights and protection Diversity and equality Work-life-balance Social dialogue and participation Training and education</p>	<ul style="list-style-type: none"> • identify characteristics of job quality • explain labour protection and a safe workplace • describe personal and professional development 	<ul style="list-style-type: none"> • argue and interpret case studies on human resource management • discuss examples of what sustainable tourism means for every day activity of employees (as chefs, receptionists, travel agents, etc.) 	<ul style="list-style-type: none"> • foster a qualitative and responsible job environment • enable the elimination of health and safety deficits
<p>Community Corporate citizenship Cultural heritage protection Regional development and community involvement</p>	<ul style="list-style-type: none"> • recall basics of anthropology of tourism • define philanthropy • explain the importance of corporate citizenship • recognize examples of international conflicts • name key aspects of intercultural communication • describe dynamics of the host and guest interaction, particularly in traditional cultures • give examples on positive and negative impacts of heritage tourism • list contributions of tourism in rural areas to the local culture • explain the concept of sustainable tourism on developing countries 	<ul style="list-style-type: none"> • explain specifics of social responsibility • understand various interdependencies between sustainable development and social conditions • analyse relationships between host communities, their unique cultures and heritage and the tourists who visit these destinations • explain the importance of cultural heritage • explain how to inform tourists when visiting sensitive (forbidden souvenirs etc.) heritage sites 	<ul style="list-style-type: none"> • appraise the relationship between culture, heritage and tourism

CSR-qualification EQF level 4

EQF level 5: CSR- specialist/ CSR-manager

CSR- topic	Knowledge	Skills	Competences
EQF description	Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems	Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others
CSR-description	Familiarity with concepts, tools in all CSR-fields and state of the art discussion	<ul style="list-style-type: none"> Identify and choose CSR-tools according to their relevance and usefulness for company Drive organizational change towards more CSR and sustainability 	<ul style="list-style-type: none"> Advise on CSR-strategy, ethical issues and governance structures Adapt tools based on state of the art CSR-discussion and trends Ensure implementation of CSR-strategy and tools
CSR-Basics Corporate Social Responsibility Sustainable tourism Tourism impacts	<ul style="list-style-type: none"> define drivers of change define Sustainable Destination Management study themes and functions that one can be confronted with within an organisation in relation to SD and CSR define the impact of CSR policy on organizations define the term shared value name benefits of CSR implementation describe fundamentals of business ethics describe the relationship between CSR and international law (e.g. human rights) 	<ul style="list-style-type: none"> conduct an analysis on destinations, organisations and products give a critical reflection on the ethical, social and environmental problems of the functioning of organizations criticize and reflect on definitions Identify best practices of sustainable tourism interpret the importance of CSR and sustainability for a specific company evaluate and critically discuss presented CSR concepts conduct a dissemination of sustainable tourism to customers, public institutions & companies 	<ul style="list-style-type: none"> run a study on impacts develop and use instruments to reduce impacts of tourism products apply the criteria of sustainable tourism in own business activities advise companies to improve positive impacts on the territory raise an awareness of customers, staff and management regarding CSR apply CSR in strategic development and implementation

<p>Soft-/ Change Skills Internal CSR-communication External CSR-communication Project management</p>	<ul style="list-style-type: none"> • define the term sustainable marketing • express methods of developing and Marketing of sustainable products • understand current trends in order to derive future developments • recall Information communication technologies and new technologies for tourism • name measures for the internal communication of a CSR-process 	<ul style="list-style-type: none"> • illustrate the relevance of responsible communication for CSR • develop arrangements to disseminate information on CSR politics 	<ul style="list-style-type: none"> • manage CSR communication • develop a sustainable marketing plan • implement instruments for a sustainable marketing • coordinate questionnaires for customer information & feedbacks in consideration of CSR aspects • inform management and employees about requirements of CSR • prepare and implement an employee survey • develop new tourism project plans and manage them • create a roadmap • execute steps necessary to introduce a CSR process • apply the gained knowledge of CSR by planning and realising a practical project
<p>Corporate Governance: Ethics Mission statement Governance Legal issues/ compliance Anti-Corruption/ Fair competition Human rights Stakeholders</p>	<ul style="list-style-type: none"> • know about different values, principles, standards and norms of behavior; codes of conduct in the industry • explain methods of developing a Mission Statement • define codes of conducts • define Tourism legislation terms • describe activities of the International Labour Organisation (ILO) (e.g. toolkit for poverty reduction, tourism labour standards etc.) • describe the UN guiding principles on business and human rights • name methodologies for a stakeholder engagement 	<ul style="list-style-type: none"> • identify relevant standards for the own enterprise • evaluate principles and necessities of a Mission Statement • express the need for organizational integration of CSR-decision making • express the need for organizational integration of stakeholder issues • reflect on the importance of Codes of Conducts • discuss the management relevance and implementation of ethics for tourism business and for tourists • evaluate stakeholder groups according to business interests 	<ul style="list-style-type: none"> • provide advice on ethical issues • develop a Mission Statement • control the development and revision of the mission statement • provide advice on optimization of organizational structures for a better CSR-performance • develop a Code of Conduct for a business • evaluate business practices upon legislation policies • provide advice on the improvement of compliance and anti-corruption policies • act upon international human rights standards • control the implementation of a human rights impact assessment • advise the implementation of a human rights policies and tools • perform a stakeholder mapping and locate the company's stakeholders, their responsibilities and obligations

			<ul style="list-style-type: none"> • discuss partnerships with NGOs • implement methodologies and tools for stakeholder dialogue and engagement
<p>CSR-management model CSR-implementation CSR-analysis Continuous improvement CSR-reporting Certification</p>	<ul style="list-style-type: none"> • explain steps to develop CSR politics and strategies in companies • name practical examples of how to manage CSR/ sustainability through a business • describe normative sustainable management as well as strategic and operational sustainable management • Relevant areas, volume, tools and limits of a CSR-analysis • describe the interconnection of CSR processes and improvement strategies • express requirements of reporting • explain certification topics, criteria and indicators 	<ul style="list-style-type: none"> • develop instruments of integration of the CSR commitment • inform management and employees about the requirements of the CSR system • disseminate information on CSR policies throughout the organization • evaluate how CSR practices affect individuals and departments • prepare a CSR-survey • conduct a CSR-survey / analysis • create an improvement programme • explain the need of recording business activities • evaluate the credibility of different certification programmes 	<ul style="list-style-type: none"> • transfer management tools into the own business practice • develop an approach for a strategy for CSR • execute steps that are necessary to introduce a CSR process in a tourism company • apply CSR instruments within the company's specific situation • run a CSR team • evaluate strengths and weaknesses of the company based on given data • identify external opportunities and threats connected to CSR- topics • solve problems • is responsible for implementing an improvement programme • verify the implementation of a improvement program • coordinate the preparation of a CSR report • prepare a sustainability report • decide whether a certification programme is suitable for the business or not

<p>Economic responsibility Sustainable economics Financial indicators Local value creation</p>	<ul style="list-style-type: none"> • recall sustainable tourism development in local economies • describe sustainable/responsible/ethical finance and investment • describe principles for the establishment of a business (varieties of financing, marketing and competition strategies) and components of a business plan • recognize the economic importance of tourism for protected areas, UNESCO World Heritage sites, Geoparks, Star Parks and Tourism, national and international case studies • identify the key indicators for sustainable regional development in different types of protected areas • define tools to measure benefits • describe indicators that are able to measure value added for the business and community • list fundings and support programmes 	<ul style="list-style-type: none"> • analyse societal issues, understand the various forms of economic organizations , their roles and specifics • locate and discuss challenges of businesses in the area of product and supply development and market cultivation • discuss the role of corporate foundations for community development • explain what role social investment can play in the local or community development • demonstrate how to calculate costs & benefits • understand procedures for applying for funding 	<ul style="list-style-type: none"> • apply financial planning in the tourism enterprise • apply strategic planning in the tourism enterprise • link the economic importance of protected areas for the regional well-being • identify adequate regional suppliers for business activities • integrate CSR metrics into general performance management systems • identify threats connected to environmental
<p>Environmental responsibility Methods and tools Resource management Climate protection Mobility management Biodiversity management</p>	<ul style="list-style-type: none"> • describe causes and consequences of impacts from tourism on the environment • discuss differences between protected areas • name visitor management strategies and tools for impact minimization. • put environmental sustainability into the context of sustainable development • differentiate key actors and their responsibilities in environmental management • describe the differences of environmental labels, standards, 	<ul style="list-style-type: none"> • inform stakeholders about ecological impacts • explain ecological approaches and sustainability of tourism service providers • apply environmental policies to the value chain with respect to international environmental laws • identify the links between the natural environment and the human economy • apply tools to assess the environmental impact of products, services, supply chains and business activities • locate energy efficiency as a 	<ul style="list-style-type: none"> • minimise negative impacts on habitats and species, generating revenues for conservation and for communities who live in and around protected and rural areas • collaborate with stakeholders to promote positive impacts • design a communication strategy regarding environmental aspects towards tourists • develop a status quo in ecology and sustainability of businesses • plan and organize green events • explore different perspectives on the topics presented •

	<p>awards and certifications</p> <ul style="list-style-type: none"> describe ecological approaches for service providers describe the concept of environmental capacity describe up-to-date measures of efficient usage of natural resources in tourism and hospitality illustrate detailed information of climate change and climate protection: current situation, public opinion, expectations of buyers, challenges, carbon management, compensation of greenhouse gases, areas of activity and prospects for a climate-friendly society describe policies for a low carbon economy 	<p>competitive advantage</p> <ul style="list-style-type: none"> analyse energy consumption and the composition of electricity prices give examples of sustainable transportation, alternative mobility concepts in rural areas, innovative climate-friendly mobility solutions for customers, service trips, business trips, etc. discuss adaptations of biodiversity and get a glimpse of how humans intervene in these processes 	<ul style="list-style-type: none"> apply existing carrying capacity concepts, management concepts and monitoring concepts prepare a Monitoring Concept for a given protected area manage the use of environmental sustainability tool in the company evaluate and monitor the effectiveness of environmental tools take decisions on ecological relevant investments develop an energy profile implement environmental and energy management in the own organization collect data and evaluate surveys on CO2 emissions create climate friendly products and business strategy investigate opportunities for sustainable travel and transport develop products including sustainable mobility concepts include aspects of biodiversity in business activities include aspects of water in business activities and products include aspects of material use and paper in business activities and products include aspects of energy in business activities and products include aspects of waste in business activities and products include aspects of pollution and harmful substances in business activities and products
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<p>Responsible supply chain management Value chain management Value chain analysis Supplier development</p>	<ul style="list-style-type: none"> • know tools and approaches for supplier development 	<ul style="list-style-type: none"> • propose methods of including sustainable measures in the value chain 	<ul style="list-style-type: none"> • establish instruments for a sustainable supply chain management • establish regular analysis of the CSR-performance of the supply chain including environmental and labor practices, human rights • establish suiting instruments for a sustainable supply chain development
<p>Consumer issues Consumer rights and protection Consumer information Customer satisfaction Consumer trends</p>	<ul style="list-style-type: none"> • define existing quality management systems 	<ul style="list-style-type: none"> • interpret customer complaints in context with CSR 	<ul style="list-style-type: none"> • coordination of the production of media and materials for customer information on CSR • enable measures for systematic approach to non-discrimination • coordination measures to improve customer awareness on CSR • interpret results of customer satisfaction • initiate measures to react to trends for CSR
<p>CSR in the workplace Workers' rights and protection Diversity and equality Work-life-balance Social dialogue and participation Training and education</p>	<ul style="list-style-type: none"> • describe the relationship between HRM and corporate welfare • identify local employment standards in conjunction with sustainability goals • define international legislation differences 	<ul style="list-style-type: none"> • interpret case studies about international legislation standards for employees • evaluate different forms of employee participation 	<ul style="list-style-type: none"> • be responsible for human resource management • enable measures for the improvement of health and safety • enable measures for the improvement of training and education especially on CSR • advice on enabling suiting employee participation • enable measures for the improvement of equality and diversity

<p>Community Corporate citizenship Cultural heritage protection Regional development and community involvement</p>	<ul style="list-style-type: none"> • define best practices of social responsibility • describe the responsible management of social impacts of tourism • Know the concept shared value • explain concepts of Social Investment and Community Development • identify the relevance of cultural interferences for management of different tourism operations (e.g. hotel business, tour operator, travel agent) • describe aspects of conflict management in intercultural conflicts • describe aspects of how to allow community members to be involved in processes • name management measures for host and guest interaction, particularly in traditional cultures • identify actors of developing heritage sites and their features • name the essential features of a successful tourism development at heritage sites • define markets for cultural heritage tourism • describe aspects of how to design and support processes of community development • describe concepts of poverty reduction through tourism 	<ul style="list-style-type: none"> • recognize and differentiate examples of social responsibility in tourism according to different approaches • recognize examples of philanthropy in tourism • evaluate different concepts of voluntary commitment • identify incentives for individual voluntary commitments • discuss issues on individual perspectives on diversity; multicultural understanding and cultural transmission • analyse how cultural interferences are influencing tourism development positively and negatively • analyse how places and their intangible and tangible heritage assets can be responsibly managed • analyse ways of using tourism for poverty reduction • 	<ul style="list-style-type: none"> • raise sensitivity for social issues in the context of sustainable and societal development and economic growth • manage social management strategies in companies • implement strategies for increase of shared value • decide whether the business should invest in voluntary programmes • negotiate conflicts • solve problems in terms of conflicts • apply intercultural communication methods to involve local communities in tourism • network with stakeholders of cultural heritage • include cultural heritage in tourism activities • develop heritage tourism products • collaborate with local and regional stakeholders •
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CSR-qualification EQF level