

NAME OF THE COURSE		SUSTAINABLE MANAGEMENT OF MARINAS AND NAUTICAL TOURISM				
Code	119367	Year of study	1 <sup>st</sup> graduate			
Course teacher	Eli Marušić, Ph.D., Assistant professor	Credits (ECTS)	3			
Associate teachers		Type of instruction (number of hours)	L	S	E	F
			30	15		
Status of the course	Elective course	Percentage of application of e-learning	30%			
COURSE DESCRIPTION						
Course objectives	<p>This course will provide students with the knowledge, skills, and perspectives necessary for the sustainable management of marinas and related organizations, including sports and recreational organizations in nautical tourism. Students will develop an understanding and awareness of the environmental, social, and economic impacts of the marina and nautical tourism activities and the importance of sustainable management practices. They will comprehensively understand the sustainability principles, learn managerial principles, understand the nautical tourism industry, analyze environmental and socio-economic impacts, and explore best practices and strategies for minimizing the ecological footprints of the industry. In addition, critical thinking, communication, and problem-solving skills will be developed through case studies, projects, and the creation of sustainable business plans /models, preparing students to address challenges, promote ethical practices, and contribute to the long-term viability of the blue sector. Finally, the course will engage students to plan their professional careers in the nautical tourism industry and provide information on employment opportunities.</p>					
Course enrolment requirements and entry competences required for the course	No requirements.					
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	<ul style="list-style-type: none"> <li>- Interpret the marina industry structure, the nautical tourism industry value chain, and the types and characteristics of marinas.</li> <li>- Understand the principles and concepts of sustainability and sustainable management principles and their relevance to the marina and nautical tourism industry.</li> <li>- Apply management functions - planning, organizing, staffing, leading, and controlling, to the marina and nautical tourism operations.</li> <li>- Use analytical frameworks to assess marinas' organizational structure, resources, and strategies and to assess the industry's competitiveness and environmental factors (PESTE).</li> <li>- Compare the ecological, social, and economic impacts of marinas and nautical tourism activities, and evaluate their sustainability implications on local communities.</li> <li>- Develop skills to assess a marina occupancy rate, revenues and costs, financial and non-financial results, and business performance.</li> <li>- Investigate case studies and real-world examples of successful sustainable marinas and nautical tourism initiatives.</li> <li>- Present the best practices and strategies for sustainable management in the marina and nautical tourism industry.</li> <li>- Create a marina sustainable business plan, and propose a sustainable business model for a future marina.</li> </ul>					

	<b>Lectures</b>	<b>Teacher</b>
Course content broken down in detail by weekly class schedule (syllabus)	Introduction to sustainable management of marinas and nautical tourism. Basic concepts in the marina and nautical tourism industry, industry value chain, main sectors, products and services, market segments, organizations, and stakeholders.	Eli Marušić, Ph.D., Assistant professor
	Basic principles and concepts of sustainability. Ecological, social, and economic aspects of sustainability. Sustainability development goals (SDGs). Blue economy growth. Role and importance of blue tourism.	Eli Marušić, Ph.D., Assistant professor
	Recreational boating/yachting industry. The industry's competitiveness, performance, and critical sustainability challenges. Overall value chain. The manufacturing industry - the manufacturers of boats (recreational and sporting vessels) and engines and the upstream supply industry. Recreational boating /yachting services: core activities (marina and charter/rental) and other (indirect) services.	Eli Marušić, Ph.D., Assistant professor
	Marinas: types and features, services and facilities, business operations, and resources. Charter: types and characteristics, services, business operations, and resources. Characteristics of marinas, charters/rentals, and recreational boating/yachting industry worldwide.	Eli Marušić, Ph.D., Assistant professor
	Sustainable planning, organizing, staffing, leading, and controlling the marina and charter activities. Functions of sustainable management in particular nautical tourism activities.	Eli Marušić, Ph.D., Assistant professor
	Sustainable business plan for marinas and nautical charter. Strategic planning. Financial planning and budgeting for sustainable marinas. Effective and efficient use of the blue Location of the marina. Design and construction of a marina.	Eli Marušić, Ph.D., Assistant professor
	Marina Location. Marina design and construction. Marina landscaping and furnishing. Marina facilities, services, and amenities. Development of sustainable, resilient, and smart marinas.	Eli Marušić, Ph.D., Assistant professor
	Organizational environment. The role of the external environment's factors in the sustainable management of marinas and nautical tourism. Strategic response to changes in the external environment.	Eli Marušić, Ph.D., Assistant professor
	Ecological, economic, and social impact of marinas and nautical tourism on local communities. The importance of embracing the Sustainable Development Goals (SDGs, UN). Sustainable business models and entrepreneurship in the marina and nautical tourism industry.	Eli Marušić, Ph.D., Assistant professor
	Organization of business activities and tasks in the marina and charter management. Sustainability of business activities along the value chain. Sustainable organizational structure and business culture.	Eli Marušić, Ph.D., Assistant professor

	Development of human resources and training for the sustainable marina and nautical tourism industry. Evaluation of job positions and the need for a skilled workforce in marinas, charter, and other industry activities.	Eli Marušić, Ph.D., Assistant professor
	Marketing strategies for sustainable marinas and nautical tourism. Market segments and characteristics of tourists-sailors. Value for consumers and the marketing mix. Sustainable value for stakeholders in the marina and nautical tourism industry.	Eli Marušić, Ph.D., Assistant professor
	The control system in the marina and charter business operations. Revenues and costs structure. Measurement of capacity utilization and financial results, and business performance. Measures for the marina and charter's competitiveness, business success, and sustainability.	Eli Marušić, Ph.D., Assistant professor
	Trends and innovations in the marina and nautical tourism industry. Circular economy in nautical tourism.	Eli Marušić, Ph.D., Assistant professor
	Knowledge and skills for sustainable marinas and nautical tourism management. Inclusion in the labor market and employment in the marina and nautical tourism industry.	Eli Marušić, Ph.D., Assistant professor
	<b>Seminars</b>	<b>Teacher</b>
	Analysis of the marina and nautical tourism industry structure. Determination of products and services, organizations, and stakeholders in the main sectors.	Eli Marušić, Ph.D., Assistant professor
	Review of ecological, social, and economic aspects of sustainability. Discussion on the Sustainability Development Goals (SDGs). Recognition of the stakeholders' needs in the marina and nautical tourism industry - Stakeholder analysis.	Eli Marušić, Ph.D., Assistant professor
	Comparison of the three main recreational boating sectors. Discussion on the three sectors' impacts on the local communities sustainability. Assessment and measurement of the positive and negative effects of the recreational boating sector.	Eli Marušić, Ph.D., Assistant professor
	Classification of marinas. Comparison of marinas and nautical tourism worldwide.	Eli Marušić, Ph.D., Assistant professor
	Determination of the purpose and goals of the fundamental sustainable management functions in marinas and nautical tourism.	Eli Marušić, Ph.D., Assistant professor
	Workshop: Setting an outline for a sustainable business plan and developing a comprehensive sustainable business plan for a marina or charter. Guideline for completing a student assignment (student teamwork): Creating a sustainable business plan for a marina.	Eli Marušić, Ph.D., Assistant professor
	Assessment of a marina location. Classification of basic and additional services and facilities in marinas. Discussion on marinas in the future. Consideration of the marina future: sustainable, resilient, and smart marinas.	Eli Marušić, Ph.D., Assistant professor

	Analysis of the organizational environment factors in the sustainable management of marinas and nautical tourism. Application of relevant analytical frameworks. Identification and assessment of the strategic responses to changes in the external environment.		Eli Marušić, Ph.D., Assistant professor			
	Economic, ecological, and social aspects of sustainable development in a marina sustainable business model. Student assignments discussion (Creating a sustainable business plan/model for a marina, student teamwork).		Eli Marušić, Ph.D., Assistant professor			
	Consideration of sustainability challenges in the organizational structure. Development of a sustainable marina organizational structure. Student assignments discussion (Creating a sustainable business plan/model for a marina, student teamwork).		Eli Marušić, Ph.D., Assistant professor			
	Analysis of job positions and qualifications in sustainable marinas, charter, and other industry sectors. Assessment of needs for qualified labor in the marina and charter activities. Student assignments discussion (Creating a sustainable business plan/model for a marina, student teamwork).		Eli Marušić, Ph.D., Assistant professor			
	Consideration and review of sustainable marketing solutions and strategies for marinas and nautical tourism. Presentations of student work (Sustainable business plan/model for the marina, teamwork of students).		Eli Marušić, Ph.D., Assistant professor			
	Measurement of business performance. Calculation and analysis of revenues and costs. Measurement of financial results, capacity utilization, competitiveness, business success, and sustainability. Presentations of student work.		Eli Marušić, Ph.D., Assistant professor			
	Innovation and technology adoption in the marina and nautical tourism industry. Presentations of student work. Assessment of the knowledge and skills of managers and staff required for the sustainable development of marinas and nautical tourism. Career development opportunities in the marina and nautical tourism industry. Presentations of student work.		Eli Marušić, Ph.D., Assistant professor			
	Format of instruction	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> exercises <input type="checkbox"/> <i>on line</i> in entirety <input type="checkbox"/> partial e-learning <input type="checkbox"/> field work		<input type="checkbox"/> independent assignments <input type="checkbox"/> multimedia <input type="checkbox"/> laboratory <input type="checkbox"/> work with mentor <input type="checkbox"/> teamwork (other)		
Student responsibilities						
Screening student work (name the proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course)	Class attendance	0,75	Research		Practical training	
	Experimental work		Report		(Other)	
	Essay		Seminar essay	0,75	(Other)	
	Tests	0,75	Oral exam		(Other)	
	Written exam		Project	0,75	(Other)	

Grading and evaluating student work in class and at the final exam	The final evaluation includes the following items: class attendance (min. 80%) and active participation in classes, individual assignment (seminar essay and topic presentation - theoretical topic), teamwork assignment (creating and presenting a business plan, i.e., a project or a case study), and a mid-term exam /final exam if a student does not achieve a positive result on the mid-term exam. A student gets the final grade upon meeting all the criteria with the minimum requirements.																	
	Continuous evaluation of students																	
	<table border="1"> <thead> <tr> <th>Evaluation activities</th> <th>Scores (min. %)</th> <th>Share in evaluation (%)</th> </tr> </thead> <tbody> <tr> <td>Class attendance and participation</td> <td>80</td> <td>25</td> </tr> <tr> <td>Individual assignment: Seminar essay, and topic presentation</td> <td>80</td> <td>25</td> </tr> <tr> <td>Teamwork assignment: Project, and project presentation</td> <td>80</td> <td>25</td> </tr> <tr> <td>Mid-term exam /Final exam</td> <td>50</td> <td>25</td> </tr> </tbody> </table>			Evaluation activities	Scores (min. %)	Share in evaluation (%)	Class attendance and participation	80	25	Individual assignment: Seminar essay, and topic presentation	80	25	Teamwork assignment: Project, and project presentation	80	25	Mid-term exam /Final exam	50	25
	Evaluation activities	Scores (min. %)	Share in evaluation (%)															
Class attendance and participation	80	25																
Individual assignment: Seminar essay, and topic presentation	80	25																
Teamwork assignment: Project, and project presentation	80	25																
Mid-term exam /Final exam	50	25																
<p>Grading and scores</p> <table border="1"> <thead> <tr> <th>Grade</th> <th>Scores (%)</th> </tr> </thead> <tbody> <tr> <td>Excellent (5)</td> <td>90-100</td> </tr> <tr> <td>Very good (4)</td> <td>80-89</td> </tr> <tr> <td>Good (3)</td> <td>65-79</td> </tr> <tr> <td>Sufficient (2)</td> <td>50-64</td> </tr> <tr> <td>Insufficient (1)</td> <td>0-49</td> </tr> </tbody> </table>			Grade	Scores (%)	Excellent (5)	90-100	Very good (4)	80-89	Good (3)	65-79	Sufficient (2)	50-64	Insufficient (1)	0-49				
Grade	Scores (%)																	
Excellent (5)	90-100																	
Very good (4)	80-89																	
Good (3)	65-79																	
Sufficient (2)	50-64																	
Insufficient (1)	0-49																	
Required literature (available in the library and via other media)	<b>Title</b>	<b>Number of copies in the library</b>	<b>Availability via other media</b>															
	1. Teaching materials - presentations of teaching units (ppsx/ mp4 format) and other materials	2	E- materials															
	2. Heron, R., and Juju, W. (2012): Marinas - Sustainable Solutions for a Profitable Business, Create Space Independent Publishing Platform.		E-book															
	3. Koontz, H.; Wehrich, H. (2012): Essentials of Management: An International and Leadership perspective, 9e, McGraw-Hill.	1	E-book															
	4. G. Jennings. Water-Based Tourism, Sport, Leisure, and Recreation Experiences. Elsevier. Oxford, 2007.		E-book															
	5. Strategizer: The Business Model Canvas. Available at: <a href="https://www.strategyzer.com/canvas/business-model-canvas">https://www.strategyzer.com/canvas/business-model-canvas</a>		Internet															
	6. The 20 Minute Business Plan: Business Model Canvas Made Easy, Available at: <a href="https://www.alexandercowan.com/business-model-canvas-templates/">https://www.alexandercowan.com/business-model-canvas-templates/</a>		Internet															
	7. Parsa, H. G. (Ed.): Sustainability, Social Responsibility, And Innovations In Tourism And Hospitality, CRC Press Taylor & Francis Group, Apple Academic Press, Inc, 2015.		Internet															
8. Patterson, Carol: Sustainable Tourism - Business Development, Operations, and Management, HUMAN KINETICS, 2016.																		
Optional literature (at the time of	1. Tobiasson, B. O. and Kollmeyer, R. C. (1991): Marinas And Small Craft Harbors, Springer. 2. Heron, R., and Juju, W. (2012): The Marina - Sustainable Solutions for a Profitable																	

submission of study programme proposal)	<p>Business, lulu.com</p> <ol style="list-style-type: none"> <li>3. Orams, Mark (2002): Marine Tourism - Development, Impact and Management, Routledge</li> <li>4. Principles of Management OpenStax, Rice University</li> <li>5. Christensen, C. M.; Johnson, M. W.; Gunther McGrath, R.; Blank, S. (2019): HBR's 10 Must Reads on Business Model Innovation, Harvard Business Press. Kindle Edition.</li> <li>6. ECSIP Consortium (2015): Study on the competitiveness of the recreational boating sector, Final report, Ecorys, Rotterdam / Brussels.</li> <li>7. Amos Raviv (2006): Marina's Best - Comprehensive Marina Management Handbook, Raviv Business Consulting &amp; Management.</li> <li>8. H. Koontz, H. Weihrich. Menadžment. Zagreb: Mate d.o.o., 1998.</li> <li>9. Marina World Magazine, Loud &amp; Clear Publishing Ltd., www.marinaworld.com</li> <li>10. The Superyacht Intelligence Magazine, www.superyachtintelligence.com</li> <li>11. M. Buble. Management maloga poduzeća, II dio Osnove managementa. Split: EFS, 2010.</li> <li>12. European Commission (2014): Innovation in the Blue Economy: realising the potential of our seas and oceans for jobs and growth, Brussels.</li> <li>13. European Commission (2016): A European Strategy for more Growth and Jobs in Coastal and Maritime Tourism. Brussels.</li> <li>14. ECROYS, European Commission, DG MARE (2012): Blue Growth - Scenarios and drivers for Sustainable Growth from the Oceans, Seas and Coasts, Rotterdam/Brussels.</li> <li>15. ECROYS, DG Maritime Affairs &amp; Fisheries (2013): Study in support of policy measures for maritime and coastal tourism at EU level, Rotterdam/Brussels.</li> <li>16. UNWTO: SUSTAINABLE MARINE TOURISM Expert Group Meeting on Oceans, Seas and Sustainable Development: Implementation and follow-up to Rio+20, UN Headquarters, New York 2013.</li> <li>17. UNITED NATIONS: Transforming our world: the 2030 Agenda for Sustainable Development, <a href="http://sustainabledevelopment.un.org">sustainabledevelopment.un.org</a></li> </ol>
Quality assurance methods that ensure the acquisition of exit competences	University surveys, student attendance monitoring, and course quality surveillance at the faculty level
Other (as the proposer wishes to add)	