MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Ivan Franko National University of Lviv
Faculty of Geography
Department of Tourism

Approved
at the meeting of the Department of Tourism of
the Faculty of Geography
Ivan Franko National University of Lviv
(Protocol No. 1 dated August 27, 2025)

Head of the department Marta Malska

Syllabus of the English-language educational discipline "**Corporate Governance in Tourism**"

taught within the framework of the educational program "International tourism"
at the second (Master's) level of higher education
for students specializing in
J3 Tourism and Recreation

Lviv 2025

Course title	Corporate Governance in Tourism
Address of the course delivery	79000, Ukraine, Lviv, Doroshenko Str., 41 Faculty of Geography Ivan Franko National University of Lviv
Faculty and department to which the discipline is assigned	Faculty of Geography Department of Tourism
Field of knowledge and title of a specialty	J Transport and services J3 Tourism and recreation
Lecturer	Anna Hrytsyshyn, PhD, Associate Professor of the Department of Tourism
Contact information	Hrytsyshyn A. E-mail: anna.hrytsyshyn@lnu.edu.ua Webpage: https://geography.lnu.edu.ua/employee/hrytsyshyn-anna 79000, Ukraine, Lviv, Doroshenko Str., 41, room 103
Consultations for the course take place	In-person: by prior arrangement, in room 103. Remote: on the corporate platform MS Teams, within the "Corporate Governance in Tourism" team. Registration through email or the team chat.
Webpage of the course	https://geography.lnu.edu.ua/course/korporatyvne-upravlinnia-v-turyzmi
Information about the course	The course "Corporate Governance in Tourism" is an elective course in the general preparation cycle of specialty J3 Tourism and Recreation for EPP International tourism, at the second (Master's) level of higher education, taught in the first semester with a workload of 3 credits (ECTS).
Course abstract	The course is designed to provide participants with the necessary knowledge required to develop the necessary skills and abilities in corporate governance. Therefore, the course provides an overview of the concepts, principles and methods of corporate governance, as well as the processes and tools needed to manage corporate-type enterprises in the tourism sector.
The aim and tasks	**The aim** of studying the elective course "Corporate Governance in Tourism" is to familiarise students with the essence and principles of corporate governance, to develop the necessary skills and abilities for corporate governance, to develop a corporate culture of entrepreneurial activity. **Tasks** are: – to define the essence and principles of corporate governance in tourism; – to study corporate governance methods; – to learn the principles of securities-based management; – to identify the problem of managing corporate rights of owners
Sources	**Basic literature** 1. Bajpai G. N. The Essential Book of Corporate Governance. Sage Publications Pvt. Ltd; 1st edition. 2016. 361 p. 2. Csedő, Z.; Magyari, J.; Zavarkó, M. Dynamic Corporate Governance, Innovation, and Sustainability: Post-COVID Period // Sustainability 2022, 14, 3189. URL: https://doi.org/10.3390/ su14063189

3. Deng F., Zhou C. Sustainable Development of Corporate Governance in the Hospitality and Tourism Industry: The Evolution and the Future // Sustainability 2022, 14, 4286. URL: https:// doi.org/10.3390/su14074286
4. Dorosh N. Essence and Principles of Corporate Governance. Anti-Crisis Management: State, Region, Enterprise. Collective monograph. Riga, Latvia: "Publishing House "Baltija Publishing", 2020. pp. 177 – 191.
5. G20/OECD Principles of Corporate Governance. URL: https://www.oecd.org/corporate/principles-corporate-governance/
6. Groysberg B., Lee J., Price J., Cheng J. The Leader's Guide to Corporate Culture: How to Manage the Eight Critical Elements of Organizational Life // Harvard Business Review 96, no. 1. 2018. pp 44–52.
7. Hrytsyshyn A. Corporate Governance in Tourism: methodological guidelines (for Master students of Specialty 242 Tourism and recreation). Lviv: Ivan Franko National University of Lviv, 2024. 41 p.
8. Hrytsyshyn A., Krasko A., Bilous S. The Experience Economy: A Modern Trend in the Hospitality and Tourism Industry // Hospitality and tourism of the future: scientific and practical horizons: a collection of abstracts of reports of the 2nd international scientific and practical conference. Kyiv: NUBiP of Ukraine. 2023. pp. 23-26.
9. Krasko A., Hrytsyshyn A. Corporate Culture as a Tool of Successful Business Management in the Hospitality Industry // Geographic education and science: challenges and progress: materials of the international scientific and practical conference. Lviv: Prostir-M, 2023. Volume 3. pp. 158–162.
10. Li Y., Singal M. Corporate Governance in the Hospitality and Tourism Industry: Theoretical Foundations and Future Research // Journal of Hospitality & Tourism Research, 2021. URL: https://doi.org/10.1177/10963480211011718
11. OECD Corporate Governance Factbook – 2021. URL: https://www.oecd.org/corporate/OECD-Corporate-Governance-Factbook.pdf
12. Pechlaner H., Raich F., Kofink L. Elements of Corporate Governance in Toutism Organizations // Tourismos: An International Multidisciplinary Journal of Tourism. Volume 6, Number 3, 2011, pp. 57-76.
13. Zaman R., Jain T., Samara G., Jamali D. Corporate Governance Meets Corporate Social Responsibility: Mapping the Interface // Business & Society, 2022, 61(3), pp. 690–752.

Additional literature

1. Гриньова В.М., Попов О.Є. Організаційно-економічні основи формування системи корпоративного управління в Україні. Харків: Вид. ХДЕУ, 2003. 324с.
2. Закон України «Про акціонерні товариства» від 17 вересня 2008 року. URL: http://zakon.rada.gov.ua/laws/show/514-17
3. Закон України «Про господарські товариства» від 19 вересня 1991 року. URL: http://zakon.rada.gov.ua/laws/show/1576-12
4. Закон України «Про товариства з обмеженою та додатковою відповідальністю» від 6 лютого 2018 року. URL: http://zakon.rada.gov.ua/laws/show/2275-19
5. Мальська М.П. Корпоративне управління / М.П. Мальська, Н.Л. Мандюк, Ю.С. Занько. Київ: Знання, 2012. 348 с.

	6. Небава М.І. Теорія корпоративного управління: вузлові питання: Навч. посібник. К.: Центр навч. літ-ри, 2004. 295 с. **Electronic resources** 1. Державне агентство розвитку туризму України. URL: https://www.tourism.gov.ua/ 2. Офіційний портал Верховної Ради України. URL: https://zakon.rada.gov.ua/ 3. World Tourism Organization UNWTO. URL: https://www.unwto.org
Course duration	Full-time programme: Total duration 90 hours, including: 32 hours of classroom lessons: 16 hours of lectures and 16 hours of seminars/practical lessons, and 58 hours of independent work: of which: 28 hours – preparation for lectures and practical classes and working on tasks for independent research, 30 hours of completing individual assignments. Part-time programme: Total duration 90 hours, including: 12 hours of classroom lessons: 6 hours of lectures and 6 hours of seminars/practical lessons, and 78 hours of independent work: of which: 38 hours – preparation for lectures and practical classes and working on tasks for independent research, 40 hours of completing individual assignments.
Expected outcomes	Upon completion of this course, students should **know:** the conceptual framework of corporate governance, the legislative basis of corporate governance, and the system of corporate relations; **be able to:** organise the work of corporate-type enterprises, navigate property relations in a corporate enterprise. Studying the course "Corporate Governance in Tourism" contributes to the development of soft skills such as critical thinking, professional self-presentation, forming and defending one's own opinion, and the ability to conduct a discussion.
Key words	Corporation, corporate governance, models of corporate governance, principles of corporate governance, corporate management styles, corporate culture.
Course format	Full-time. ***Full-time education*** involves constant personal contact between academic staff and students, ensuring the acquisition of in-depth systematic knowledge and lasting skills. Full-time students are required to attend classes according to the timetable and complete assignments in a timely manner in accordance with the work programme. Part-time. ***Part-time education*** combines the features of self-study and full-time education. It is characterized by a phased approach. The first stage involves acquiring a knowledge base and methods for independent learning and skill development (introductory session), the second stage involves the correspondence student independently learning the material and completing planned individual assignments, and the third stage involves direct assessment of learning outcomes.
	Conducting lectures, consultations and practical seminars for a better understanding of the course topics.
Topics	**Topic 1.** The essence of corporate governance. **Topic 2.** Models and principles of corporate governance. **Topic 3.** Corporate management styles. **Topic 4.** Corporate culture.

	Topic 5. Corporate governance in hospitality and tourism industry. **Topic 6.** Corporate governance in tourism organizations. The expanded content of the topics is presented below in tabular form COURSE SCHEME "CORPORATE GOVERNANCE IN TOURISM" **
Final evaluation	Credit at the end of the semester
Prerequisites	To study the course, students must be proficient in English and have a basic knowledge of economic theory and organisational management sufficient to understand the conceptual framework of corporate governance and the regulatory and legal basis for corporate activities.
Teaching methods and techniques that will be used during the course	Lectures, practical classes and seminars are structured in the form of dialogue with higher education students. ***Lectures:*** - lectures using multimedia resources; - explanations and examples from the activities of tourism market participants; - discussions, conversations, illustrations, demonstrations. ***Seminars:*** - report, response, discussion; - presentation of research results using multimedia equipment. In consultation with students and university management, it is possible to attend conferences and other events to gain practical experience with service market tools.
Required equipment	Students should have relatively modern computers and internet connections, including access to the university's corporate cloud services such as MS Office 365.
Assessment criteria	Assessment is carried out on a 100-point scale. Points are awarded according to the following ratio: • practical classes/seminars: 30% of the semester grade; maximum number of points – 30; • individual research assignment: 30% of the semester grade; maximum number of points – 30; • control measurements (modules): 40% of the semester grade; maximum number of points – 40; • credit: based on the results of the semester. Total maximum number of points – 100. The evaluation criteria are detailed in the table below. ***Written assignments:*** applicants will independently complete several types of written work, including practical work. Applicants' work is individual, based on their own research. All literary and information sources used must be provided with appropriate references. Evidence of academic misconduct in an applicant's written work is grounds for its rejection by the teacher, regardless of the extent of plagiarism or deception. ***Academic integrity:*** Students' work is expected to be their original research or reasoning. Failure to cite sources, fabrication of sources, plagiarism, and interference in the work of other students are examples of possible academic misconduct, but are not limited to these. Evidence of academic misconduct in a student's written work is grounds for the teacher to fail the work, regardless of the extent of plagiarism or cheating.

	Attendance is an important part of the learning process. Applicants are required to attend all lectures and practical classes. Applicants must inform the teacher if they are unable to attend a class. In any case, applicants are required to meet all deadlines set for the completion of all types of written work required by the course. ***Literature:*** Educational materials, including software and literature, will be provided to students exclusively for educational purposes without the right to transfer them to third parties. In addition to the materials provided, students are encouraged to use other materials and sources. ***Grading Policy:*** Points are awarded for the completion of practical work, the writing of content modules taking into account questions from the applicant's independent work, INDs and additional points. At the same time, the following are taken into account: attendance at classes, activity during practical and lecture classes; inadmissibility of absences and tardiness; use of mobile phones, tablets or other mobile devices during class for purposes not related to learning; cheating and plagiarism; late completion of assigned tasks, etc. ***Any forms of academic misconduct are tolerated.***
Questions for self-control	1. Definition of corporate governance. 2. "Four P's" of corporate governance. 3. Purpose of corporate governance. 4. Importance of corporate governance. 5. Corporate governance objectives. 6. The pillars of good corporate governance. 7. The Anglo-American (Anglo-Saxon) model of corporate governance. 8. The German model of corporate governance. 9. The Japanese model of corporate governance. 10. G20/OECD Principles of Corporate Governance. 11. Internal governance mechanisms. 12. External governance mechanisms in corporations. 13. Corporate management styles. 14. Autocratic management style. 15. Consultative management style. 16. Participative management style. 17. Democratic management style. 18. Generic management functions (POLC CCM functions). 19. Specific management functions. 20. Definition of corporate culture. 21. Types of corporate culture. 22. Clan corporate culture, 23. Adhocracy corporate culture, 24. Market corporate culture, 25. Hierarchy corporate culture. 26. Examples of successful corporate cultures. 27. Theories and motivations of corporate governance in tourism. 28. Governance mechanisms for tourism companies. 29. The economic effects of corporate governance in tourism. 30. Elements of corporate governance in tourism organizations (DMO's).
A course quality evaluation questionnaire	At the end of the course, an anonymous course quality evaluation questionnaire will be provided

Assessment criteria

1. Preparation for a seminar, presentation on seminar topics, participation in discussions, work in small groups during seminars – maximum 5 points per seminar.

5 points – the student has mastered the course material in its entirety, independently and fluently presents it during oral presentations and written responses, deeply and comprehensively reveals the content of theoretical questions and practical tasks, studies and applies the required and additional literature recommended for the topic of the class, answers questions related to independent work on the topic, demonstrates high results in completing independent work on the topic;

4 points – the student has a sufficiently complete command of the educational material, presents it reasonably during oral presentations and written answers, mainly reveals the content of theoretical questions, practical tasks, and independent work tasks, using the required literature and some of the recommended additional information sources on the topic. When presenting some issues, the student lacks sufficient depth and argumentation, and makes some minor inaccuracies and insignificant mistakes.

3 points – the student generally masters the educational material on the topic, presents its main content during oral presentations and written answers, demonstrates their understanding and ability to apply it, but without in-depth comprehensive analysis, justification and argumentation, without using the necessary literature and open information sources, while making some significant inaccuracies and mistakes; demonstrates superficial work on independent tasks, focusing only on their formal completion without delving into the issues of the research question.

2 points – the student has a partial command of the educational material; presents it in a fragmentary, superficial manner (without argumentation and justification) during oral or written answers, superficially and insufficiently reveals the content of theoretical questions and practical tasks, while allowing for significant inaccuracies; demonstrates partial and superficial work on the independent assignment on the topic, is confused in the argumentation of conclusions; does not master the content of the information sources recommended for study within the topic; gives partial and incomplete answers to clarifying questions on the topic;

1 point – the student has a very superficial and fragmentary understanding of the educational material (cannot provide and formulate arguments and justifications, only partially understands the categorical apparatus used in the topic), when revealing the content of theoretical questions and practical tasks, is limited to a very superficial and partial disclosure, allows frequent and significant inaccuracies and errors, which they are unable to comprehend and correct on their own based on clarifying questions from the teacher or fellow students; demonstrates very partial and superficial work on the independent assignment on the topic, gets confused and makes significant mistakes when arguing conclusions; does not answer clarifying questions on the topic;

0 points – the student does not master the material on the topic.

2. Completion of an individual research assignment by students on an agreed topic (maximum score — 30 points).

30 points — the individual research assignment has been completed and defended according to the schedule, with explanations and conclusions, and in full;

20-29 points – the individual research task has been defended, but completed partially, with a violation of deadlines or requirements;

10-19 points – the individual research task has not been defended and has been completed partially, with a violation of deadlines or requirements;

0 points – the individual research task has not been completed.

3. Written survey of students on the content modules of the course (one content module, maximum score — 20 points for 20 questions; 2 modules during semester). The written survey involves answering closed (choose one answer from four options) and open test questions with one correct answer. Test questions – maximum 1 point per answer to one question.

Example of the distribution of points that students receive for the credit

Ongoing testing and independent work								Total
T1	T2	T3	T4	T5	T6	INDRA	Module	100
5	5	5	5	5	5	30	40	

T1, T2, T3 …T6 - topics of seminars.
INDRA – individual research assignment.
Module – final module assessment.

Students may be credited for individual topics and types of assignments based on the learning outcomes obtained in non-formal and informal education, in accordance with the procedure set out in the 'Procedure for the recognition of learning outcomes obtained in non-formal and informal education at Ivan Franko National University of Lviv'. https://lnu.edu.ua/wp-content/uploads/2024/05/Novaredaktsiia-polozhennia-pro-neformalnu-ta-informalnu-osvitu.pdf

Grading scale: HEI, national and ECTS

ECTS assessment	Assessment in points	Assessment on the national scale	
		Credit	
A	90-100	Excellent	Passed
B	81-89	Good	
C	71-80		
D	61-70	Satisfactory	
E	51-60		
FX	21-50	Unsatisfactory with the possibility of retaking the course	Not passed
F	0-20	Unsatisfactory with mandatory retake of the course	Not passed

Regulations on the control and evaluation of academic achievements of higher education applicants of the Ivan Franko National University of Lviv, 2020. URL: https://www.lnu.edu.ua/wp-content/uploads/2020/03/reg_education-results.pdf

** COURSE SCHEME «CORPORATE GOVERNANCE IN TOURISM»

Week / date / time	Topic, plan, brief summary	Form of activity	Literature	Assignment, hours (full-time/ part-time)	Deadline
According to the schedule	**Topic 1. The essence of corporate governance (CG).** Definition of CG. Objectives of CG. Importance of good CG. Pillars of CG.	Lecture, discussion	1. Bajpai G. N. The Essential Book of Corporate Governance. Sage Publications Pvt. Ltd; 1st edition. 2016. 361 p. 2. Dorosh N. Essence and Principles of Corporate Governance. Anti-Crisis Management: State, Region, Enterprise. Collective monograph. Riga, Latvia: "Publishing House "Baltija Publishing", 2020. pp. 177 – 191.	*2 hours/ 1 hour*	
According to the schedule	**The essence of corporate governance.**	Seminar		1. Prepare questions on the topic 2. Study Topic 1 Vocabulary *2 hours/ 1 hour*	Until the next class
According to the schedule	**Topic 2. Models and principles of corporate governance.** The Anglo-American (Anglo-Saxon) model of CG. The German model of CG. The Japanese model of CG. G20/OECD Principles of Corporate Governance.	Lecture, discussion	1. Dorosh N. Essence and Principles of Corporate Governance. Anti-Crisis Management: State, Region, Enterprise. Collective monograph. Riga, Latvia: "Publishing House "Baltija Publishing", 2020. pp. 177 – 191. 2. G20/OECD Principles of Corporate Governance.	*4 hours/ 1 hour*	
According to the schedule	**Models and principles of corporate governance.**	Seminar		1. Prepare questions on the topic 2. Study Topic 2 Vocabulary *4 hours/ 1 hour*	Until the next class
According to the schedule	**Topic 3. Corporate management styles.** Autocratic management style. Consultative management style. Participative management style. Democratic management style. Generic and specific management functions.	Lecture, discussion	1. Bajpai G. N. The Essential Book of Corporate Governance. Sage Publications Pvt. Ltd; 1st edition. 2016. 361 p. 2. Dorosh N. Essence and Principles of Corporate Governance. Anti-Crisis Management: State, Region, Enterprise. Collective monograph. Riga, Latvia: "Publishing	*2 hours/ 1 hour*	

According to the schedule	**Corporate management styles.**	Seminar	House "Baltija Publishing", 2020. pp. 177 – 191.	1. Prepare questions on the topic 2. Study Topic 3 Vocabulary *2 hours/ 1 hour*	Until the next class
According to the schedule	**Topic 4. Corporate culture.** Definition of corporate culture. Types of corporate culture: Clan Culture, Adhocracy Culture, Market Culture, Hierarchy Culture. Examples of successful corporate cultures.	Lecture, discussion	1. Bajpai G. N. The Essential Book of Corporate Governance. Sage Publications Pvt. Ltd; 1st edition. 2016. 361 p. 2. Groysberg B., Lee J., Price J., Cheng J. The Leader's Guide to Corporate Culture: How to Manage the Eight Critical Elements of Organizational Life // Harvard Business Review 96, no. 1. 2018. pp 44–52. 3. Krasko A., Hrytsyshyn A. Corporate Culture as a Tool of Successful Business Management in the Hospitality Industry // Geographic education and science: challenges and progress: materials of the international scientific and practical conference. Lviv: Prostir-M, 2023. Volume 3. pp. 158–162.	*2 hours/ 1 hour*	
According to the schedule	**Corporate culture**	Seminar		1. Prepare questions on the topic 2. Study Topic 4 Vocabulary *2 hours/ 1 hour*	Until the next class
According to the schedule	**Topic 5. Corporate governance in hospitality and tourism industry.** Theories and motivations of corporate governance in tourism. Governance mechanisms for tourism companies.	Lecture, discussion	1. Deng F., Zhou C. Sustainable Development of Corporate Governance in the Hospitality and Tourism Industry: The Evolution and the Future // Sustainability 2022, 14, 4286. URL: https://doi.org/10.3390/su1407428 2. Hrytsyshyn A., Krasko A., Bilous S. The Experience Economy: A Modern Trend in the Hospitality and Tourism Industry // Hospitality and tourism of the future: scientific and practical horizons: a collection of abstracts of reports of the 2nd international scientific and practical conference. Kyiv: NUBiP of Ukraine. 2023. pp. 23-26. 3. Li Y., Singal M. Corporate Governance in the Hospitality and Tourism	*4 hours/ 1 hour*	
According to the schedule	**Corporate governance in hospitality and tourism industry**	Seminar		1. Prepare questions on the topic 2. Study Topic 5 Vocabulary *4 hours/ 1 hour*	

			Industry: Theoretical Foundations and Future Research // Journal of Hospitality & Tourism Research, 2021. URL: https://doi.org/10.1177/10963480211011718		
According to the schedule	**Topic 6. Corporate governance in tourism organizations.** The role of tourism organizations in destination management. The essence of destination management. The essence of DMOs. The importance of DMOs. Elements of corporate governance in DMOs.	Lecture, discussion	1. Deng F., Zhou C. Sustainable Development of Corporate Governance in the Hospitality and Tourism Industry: The Evolution and the Future // Sustainability 2022, 14, 4286. URL: https://doi.org/10.3390/su1407428 2. Hrytsyshyn A., Krasko A., Bilous S. The Experience Economy: A Modern Trend in the Hospitality and Tourism Industry // Hospitality and tourism of the future: scientific and practical horizons: a collection of abstracts of reports of the 2nd international scientific and practical conference. Kyiv: NUBiP of Ukraine. 2023. pp. 23-26. 4. Pechlaner H., Raich F., Kofink L. Elements of Corporate Governance in Toutism Organizations // TOURISMOS: AN INTERNATIONAL MULTI-DISCIPLINARY JOURNAL OF TOURISM Volume 6, Number 3, 2011, pp. 57-76.	*2 hours/ 1 hour*	
According to the schedule	**Corporate governance in tourism organizations.**	Seminar		1. Prepare questions on the topic 2. Study Topic 6 Vocabulary *2 hours/ 1 hour*	Until the next class
	Individual research assignment	Research task		*30 hours/ 40 hours*	Completed throughout the course (weeks 1-14). Presentation: weeks 12-16.