

DEREE COLLEGE SYLLABUS FOR:		US CREDITS: 3/0/3
HT 4540 ENTREPRENEURSHIP AND STRATEGY IN TOURISM AND HOSPITALITY – LEVEL 6		UK CREDITS: 15
(Previously: HT 4440) (Updated Fall 2026)		
PREREQUISITES:	HT 1001 Introduction to the Tourism and Hospitality Industry HT 3115 Marketing for Hospitality and Tourism HT 2011 Accounting for the Hospitality Industry HT 4235 Financial Management for the Hospitality Industry	
CATALOG DESCRIPTION:	Examination of principles and practices of entrepreneurship, business planning and strategy. Research-based decision-making and strategic planning in the context of tourism and hospitality venture creation.	
RATIONALE:	The course provides a synthesis of knowledge gained in previous courses on aspects of tourism and hospitality management, including marketing, finance, human resources, operations, service quality management, etc. in the context of a proposed business venture in the area of tourism and hospitality. The emphasis is on researching external and internal factors that may affect the feasibility of the venture, and on a strategic approach towards management decision-making.	
LEARNING OUTCOMES:	As a result of taking this course the student should be able to: 1. Analyze theories and frameworks in entrepreneurship and in the strategic management of business processes. 2. Critically assess the impact of business environment factors on strategic decision-making in tourism and hospitality organisations by using appropriate conceptual tools and methodologies. 3. Develop a business plan for a proposed venture in tourism and hospitality that integrates knowledge of management functions, strategic decision-making, and implementation considerations.	
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the college, the following tools are used: • Individual project: Students develop a business plan for a new tourism venture based on a thorough analysis of the business opportunity and the tourism business environment and integrating in the plan managerial functions, such as marketing, finance, operations and human resource management. • Case analyses and applied exercises will also highlight the use of Artificial Intelligence (AI) and data analytics in hospitality information systems, enabling students to understand how emerging technologies support data-driven management decision. • Class lectures, interactive learning (class discussions, group work) and practical problems solved in class. • Case studies and primary source documents are assigned as homework, the discussion and analysis of which, are reviewed in class. • Mentoring with professionals and entrepreneurs from the industry	

	Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.						
ASSESSMENT:	Summative: <table border="1"> <tr> <td>First Assessment: In-class written examination (One-hour closed-book)</td><td>30%</td></tr> <tr> <td>Final Assessment: Individual project (business plan development)</td><td>70%</td></tr> </table> Formative: <table border="1"> <tr> <td>Practical diagnostic in-class exercises and activities</td><td>0%</td></tr> </table> The formative relevant formative assessment aims to prepare students for the summative assessments. The first assessment tests Learning Outcomes 1 and 2. The final assessment tests Learning Outcomes 1,2 and 3. The final grade of this module will be determined by averaging all summative assessment grades, based on the predetermined weights for each assessment. If students pass the comprehensive assessment that tests all Learning Outcomes, for this module and the average grade is 40 or higher, students are not required to resit any failed assessments. For grade averaging to apply, students have to attempt all assessment components.	First Assessment: In-class written examination (One-hour closed-book)	30%	Final Assessment: Individual project (business plan development)	70%	Practical diagnostic in-class exercises and activities	0%
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Final Assessment: Individual project (business plan development)	70%						
Practical diagnostic in-class exercises and activities	0%						
INDICATIVE READING:	REQUIRED MATERIAL: Barringer, BR & Ireland, RD (2019) <i>Entrepreneurship: Successfully Launching New Ventures</i> (6th ed.). London: Pearson						
	RECOMMENDED READING: BOOKS - Buhalis, D., & Leung, R. (Eds.). (2022). <i>Smart tourism and the entrepreneurial ecosystem</i>. Cham, Switzerland: Springer. - Hall, C. M., & Williams, A. M. (2020). <i>Tourism and innovation</i> (2nd ed.). Abingdon, UK: Routledge. - Morrison, A. (2022). <i>Entrepreneurship in the hospitality, tourism and leisure industries</i> (2nd ed.). Abingdon, UK: Routledge. ARTICLES - Aires, J. (2025). Conceived vs. operationalised innovation: Meanings and practices in tourism firms. <i>European Journal of Tourism Studies</i>, 33(2), 45–62. - Fernández-Bedoya, V. H., Ruiz-Palacios, M. A., Meneses-La-Riva, M. E., & Suyo-Vega, J. A. (2025). Tourism entrepreneurship in Latin America: A systematic review. <i>Sustainability</i>, 17(3), 989. - Fu, H., Okumus, F., Wu, K., & Köseoglu, M. A. (2019). The entrepreneurship research in hospitality and tourism. <i>International Journal of Hospitality Management</i>, 78, 1–12. - Gerke, M. (2024). Entrepreneurship for regenerative tourism: Doing business differently in a hospitality firm. <i>Tourism Planning & Development</i>, 21(5), 565–582. - Kallmuenzer, A., Kraus, S., Peters, M., Steiner, J., & Cheng, C. F. (2019). Entrepreneurship in tourism firms: A mixed-methods						

	analysis of performance driver configurations. <i>Tourism Management</i>, 74, 319–330. • Li, Y., Su, Z., & Liu, Y. (2020). Digital entrepreneurship ecosystem as a new form of organizing: The case of Zhongguancun. <i>Technological Forecasting and Social Change</i>, 160, 120–172. • Manalu, S. A. (2024). Tourism entrepreneurship research: A mixed study 2013–2023. <i>Cogent Business & Management</i>, 11(1), 2418421. • Medina-Garrido, J. A., Martin-Navarro, A., & Velicia-Martin, F. (2023). Impact of effectual propensity on entrepreneurial intention in tourism students. <i>Journal of Entrepreneurship in Emerging Economies</i>, 15(4), 765–783. • Montañés-del-Río, M. A., & Medina-Garrido, J. A. (2023). Determinants of the propensity for innovation among tourism entrepreneurs. <i>International Journal of Innovation Management</i>, 27(8), 2350061. • Pinhal, R., et al. (2025). Open innovation in the tourism industry: A systematic mapping. <i>Journal of Open Innovation</i>, 6(3), 124. • Ramos-Rodriguez, A. R., Medina-Garrido, J. A., & Ruiz-Navarro, J. (2023). Determinants of hotels and restaurants entrepreneurship: A study using GEM data. <i>International Entrepreneurship and Management Journal</i>, 19(6), 1675–1696. • Sharma, G. D. (2024). A review research of tourism and hospitality industry: Innovation, entrepreneurship & value creation. <i>Sustainability</i>, 16(8), 6544. • Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. <i>Journal of Business Research</i>, 117, 312–321. • Suder, M. (2024). At the crossroad of digital and tourism entrepreneurship. <i>European Journal of Innovation Management</i>, 27(4), 1057–1078. • Teruel-Sánchez, R. (2025). Values of the entrepreneur as a driver of sustainable entrepreneurship in tourism. <i>Journal of International Entrepreneurship</i>, 23(1), 77–94. • Volery, T., & Mazzarol, T. (2015). The evolution of the small business and entrepreneurship field: A bibliometric investigation of articles published in the <i>International Small Business Journal</i>, 33(4), 374–396. • Zeng, Z., et al. (2024). The role of advice seeking in the tourism and hospitality entrepreneurship process. <i>Tourism Management</i>, 95, 104653. • Zenker, S., & Kock, F. (2020). The coronavirus pandemic – A critical discussion of a tourism research agenda. <i>Tourism Management</i>, 81, 104164.
INDICATIVE MATERIAL: (e.g. audiovisual, digital material, etc.)	REQUIRED MATERIAL: N/A RECOMMENDED MATERIAL: N/A
COMMUNICATION REQUIREMENTS:	Use of appropriate academic conventions as applicable in oral and written communications.
SOFTWARE REQUIREMENTS:	Word Processing, Spreadsheet analysis, and Presentation Graphics

WWW RESOURCES:	• UN World Tourism Organization (UNWTO): www.unwto.org • Greek Tourism Confederation (SETE): www.sete.gr • Greek National Tourism Organisation (GNTO): www.visitgreece.gr • Hellenic Chamber of Hotels (XEE): www.grhotels.gr • World Travel & Tourism Council (WTTC): www.wttc.org • OECD Tourism Trends and Policies: www.oecd.org/cfe/tourism • European Travel Commission (ETC): www.etc-corporate.org • PhocusWire – Startups & Investment: www.phocuswire.com • HospitalityNet – Entrepreneurship & Innovation Section: www.hospitalitynet.org • Global Entrepreneurship Monitor (GEM): www.gemconsortium.org
INDICATIVE CONTENT:	1. Introduction to Tourism entrepreneurship and strategy 2. Entrepreneurship: An overview 3. Recognizing Opportunities and Generating Ideas 4. Feasibility Analysis 5. Writing a Business Plan 6. Industry and Competitor Analysis 7. Developing an Effective Business Model 8. Preparing the Proper Ethical and Legal Foundation 9. Assessing a New Venture's Financial Strength and Viability 10. Building a New-Venture Team 11. Getting Financing or Funding 12. Unique Marketing Issues 13. Preparing for and Evaluating the Challenges of Growth