



## COURSE DATA

### DATA SUBJECT

**Code:** 42988  
**Name:** Territorial governance  
**Cycle:** Master's Degree  
**ECTS Credits:** 5  
**Academic year:** 2025-26

### STUDY (S)

| Degree  | Center              | Acad. year | Period        |
|---|---------------------|------------|---------------|
| 2135 - Master's Degree in Tourism Management and Planning | Facultat d'Economia | 1          | First quarter |

### SUBJECT-MATTER

| Degree  | Subject-matter         | Character |
|---|------------------------|-----------|
| 2135 - Master's Degree in Tourism Management and Planning | Territorial governance | ELECTIVES |

### COORDINATION

ARNANDIS I AGRAMUNT RUBEN

## SUMMARY

Many, if not all, decisions related to land and territory inevitably trigger impacts that, in most cases, are neither adequately nor previously analyzed. Moreover, these decisions, which directly or indirectly affect all groups involved, are not always the result of consensus among the stakeholders. In light of the new vision of policymaking, as outlined in the *White Paper on European Governance*, decision-making concerning territorial matters necessarily requires an open, participatory, effective, coherent, and accountable process, based on the principles of subsidiarity and proportionality. The same should apply to decision-making in tourism.

Because the tourism system, which involves diverse actors with different interests and varying levels of power, interacts with the territorial system, which is no less complex in terms of stakeholders, interests, and power dynamics, it is essential to establish a framework of mutual understanding between the two (tourism and territory) in order to align both general and sector-specific objectives.

Governance, therefore, emerges as a key issue in understanding that both public policies and the planning tools for tourism activities, due to their direct connection with the territory as support, factor, and resource, necessarily require cooperation, collaboration, and coordination as meeting points for defining the best strategies to implement tourism as a strategy for social, environmental, and economic



development.

It is equally important that these decisions regarding public policy and its tools (i.e., plans) be properly evaluated; not only as a control and feedback mechanism for those measures that may have failed to achieve their goals, but also to justify the investment made and to clarify the influence of the actors involved in the decision-making process.

## PREVIOUS KNOWLEDGE

### RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

### OTHER REQUIREMENTS

Although there are no enrollment restrictions, it is considered advisable to have previously completed courses related to territorial planning, land-use management, tourism spatial planning, or other related subjects.

## COMPETENCES / LEARNING OUTCOMES

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Actuar en el marco de los Derechos Humanos, los principios democráticos, los principios de igualdad entre mujeres y hombres, de solidaridad, de protección medioambiental, de accesibilidad universal y diseño para todos, y de fomento de la cultura de la paz.

Analizar la estructura de la actividad turística en todos sus niveles, teniendo en cuenta los componentes del desarrollo turístico sostenible, sus ventajas, así como con sus limitaciones y riesgos.

Asumir responsabilidades directivas y técnicas en organismos públicos y para públicos cuyo objeto es el apoyo a la gestión de las empresas turísticas.

Capacidad para trabajar en un equipo y enfrentarse a situaciones problemáticas de manera colectiva.

Conocer la metodología de la gobernanza turística.

Entender y adaptarse a las particularidades culturales de cada mercado turístico.

Gestionar un departamento de turismo en la administración pública

Habilidades para buscar, procesar y analizar información procedente de fuentes diversas.

Manejar las TICs.

Realizar informes detallados sobre el sector y la actividad turística



Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.

Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments.

Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.

## DESCRIPTION OF CONTENTS

### **1. Governance as a Principle in the Public Management of Tourism**

- a. The complexity of tourism: the interplay of actors
- b. The pillars and principles of governance
- c. Relationships between governance, territory, and tourism
- d. Governance in the new tourism planning (Smart Tourist Destinations - STD)

### **2. The Materialization of Governance**

- a. Public competences: coordination vs. collaboration
- b. Legal framework on the pillars of governance
- c. Tourism management bodies and entities: governance spaces?

### **3. Participation to Promote Governance in Tourist Destinations**

- a. Participation in public policy: a *sine qua non* requirement
- b. The participation process: principles, stages, and phases
  - i. Participation for diagnosis
  - ii. Participation for proposing actions
  - iii. Participation for decision-making

### **4. Evaluating (for) Governance in Tourist Destinations**

- a. What is evaluation, why, and for what purpose
- b. When and who should evaluate
- c. Evaluation objectives and criteria



- d. Tools for assessing the power of stakeholders
  - i. Mactor analysis
  - ii. Social Network Analysis (Ucinet)
- e. Tools for diagnosing interests
  - i. Metaplan
  - ii. Focus group
- f. Tools for evaluating governance
  - i. UNWTO (World Tourism Organization) model
  - ii. Other academic models

## WORKLOAD

### PRESENCIAL ACTIVITIES

| Activity           | Hours        |
|--------------------|--------------|
| Theory             | 25,00        |
| Seminar            | 15,00        |
| <b>Total hours</b> | <b>40,00</b> |

### NON PRESENCIAL ACTIVITIES

| Activity                              | Hours        |
|---------------------------------------|--------------|
| Attendance at other activities        | 0,00         |
| Individual or group project           | 20,00        |
| Independent study and work            | 45,00        |
| Preparation of lessons                | 10,00        |
| Preparation for assessment activities | 10,00        |
| Resolution of case studies            | 0,00         |
| <b>Total hours</b>                    | <b>85,00</b> |

## TEACHING METHODOLOGY

a) Each session will include a synthesis and constructive activity, and any difficulties or questions raised by students will be addressed. The aim is to make the most of the theoretical classes by presenting content not found in textbooks; that is, to encourage debate and discussion whenever possible.

b) For in-person classes, students are expected to prepare in advance by reading assigned texts and producing a summary activity. The required readings for each session will be communicated in advance and made available on the Virtual Classroom.

Theoretical sessions will alternate with others in which professionals will be invited to share their experiences related to the topic discussed in the previous session.



## EVALUATION

**Final exam** (50%).

**Individual assignment:** students must submit a case study at the end of the course. Specific guidelines will be provided on the first day of class. (30%)

**Continuous assessment:** exercises will be carried out during the theoretical and guest speaker sessions through the Virtual Classroom. Active participation will be positively evaluated. (20%)

## REFERENCES

- VERA (coord.), LOPEZ PALOMEQUE, MARCHENA GOMEZ y ANTÓN CLAVE (2011) Análisis Territorial del Turismo y Planificación de Destinos Turísticos. Ariel. Barcelona.
- FARINÓS DASI, J. (2006) Gobernanza Territorial en España. Publicacions de la Universitat de València.
- Gobernanza territorial para el desarrollo sostenible: estado de la cuestión y agenda. Joaquín Farinós i Dasí. Boletín de la Asociación de Geógrafos Españoles, ISSN 0212-9426, N°. 46, 2008, pags. 11-32
- La noción de gobernanza como gestión pública participativa y reticular. Antonio Natera. Documentos de trabajo : política y gestión, N°. 2, 2004
- Gobernanza y territorios: notas para la implementación de políticas para el desarrollo. Gerardo Torres Salcido, Héctor Alejandro Ramos Chávez. Revista mexicana de ciencias políticas y sociales, ISSN 0185-1918, N°. 203, 2008, pags. 75-96



- Relationships of rural governance and integrated rural tourism: factors determining the support of rural governance policymakers for tourism development Emese Panyik, Carlos Costa. Revista Turismo & Desenvolvimento, ISSN 1645-9261, Vol. 3, N°. 13-14, 2010, pags. 1091-1092
- Participative planning and governance for sustainable tourism Bill Bramwell. Tourism recreation research, ISSN 0250-8281, Vol. 35, N°. 3, 2010, pags. 239-249
- COMISIÓN DE LAS COMUNIDADES EUROPEAS (2001) La Gobernanza Europea: un libro blanco. COM (2001) 428 final
- MINISTERIO DE POLÍTICA TERRITORIAL Y ADMINISTRACIONES PÚBLICAS (2010) Fundamentos de evaluación de políticas públicas. Agencia Estatal de Evaluación de Políticas Públicas y la Calidad de los Servicios. Madrid.
- HALL, M. (2008) Tourism Planning: policies, processes and relationships. Pearson. Second Edition.
- FEMP (2008) Modelos de Gestión Turística Local. Principios y prácticas. Madrid.
- Dredge, D. & Jenkins, J.M. (2007) Tourism Planning & Policy. Willey & Sons. Australia