

# REPORT ON EVALUATION OF SCIENTIFIC ACTIVITIES OF DEPARTMENT OF TOURISM AND LEISURE ACTIVITIES IN THE PERIOD 2016 – 2020

**Department:** Department of Tourism and Leisure Activities

## EVALUATION COMMITTEE

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## OVERALL ASSESSMENT OF THE DEPARTMENT OF TOURISM AND LEISURE ACTIVITIES

### Scope of scientific activities of the department

*Evaluate, whether the scope of scientific activities of the department is in accordance with modern trends in the field of tourism; evaluate a research vision and concept of the department for the period 2021–2025.*

The essential activity area of the Department of Tourism and Leisure Activities (DTLA) is the sphere of conducting scientific research, which facilitates the scientific development of employees, whereas the research findings enhance the didactic level of the provided classes. In the years 2016-2020, the research activities carried out by the team of DTLA employees were focused on the following problems:

- identifying tendencies and trends in tourism,
- tourist attractions in the region (in the Moravian-Silesian region) and in Katowice Voivodship),
- intercultural communication within the ECMT+ project.

The research conducted within the first two fields aimed at confronting the theory and practice of the enterprises operating in the tourist industry and answering the question about the impact of the globalization process as well as the occurring transformations of the tourist industry. By describing the potential of two selected regions and trends in the tourist industry, the influence of these trends on the tourism business sphere was analysed under the condition of the changing business environment. The research carried out by DTLA in this field responds to the challenges of modern times and remains a part of the mainstream research conducted in many countries in this area. In this context, the proposed research topics for the

next period, i.e. 2021-2025, should be assessed very positively. The research on trends in tourism carried out so far has an international dimension, as it will cover the selected countries of V 4, and moreover, will be extended by the issues of innovation in tourism. The problems of innovation in tourism are of enormous importance for the functioning of this sector under the condition of fierce competition (at its various levels) and also for the entities in this sector and tourist regions which enter the phase after the COVID-19 pandemic. All sectors of the tourist industry (travel agencies), accommodation and catering facilities, information, sports, culture and promotion centres are facing new challenges. The research planned for 2021-2025 is supposed to respond to the challenges encountered by the tourist industry (in Czech Republic), as well as to propose the activities important for the tourism business sphere.

An important area of DTLA's research activity will be the research conducted in cooperation with the Institute of Interdisciplinary Research, the Business Gate, AHRCZ for the business sphere entities, namely Moravian-Silesian Tourism, s.r.o. and Darkov spa. It will concern the needs of the tourism market participants and customer satisfaction. The research will be of an application nature, which emphasizes its cognitive and functional value.

The new research area of DTLA employees will be devoted to the issues of communication in tourism. It will focus on the communication strategies used by hotels, with particular emphasis on using hotel web portals and the web pages, as well as identifying the communication level used by the selected tourism enterprises. The results of these studies will take the form of recommendations related to the communication strategies used in tourist enterprises for communication with their clients.

An element of this project will refer to the research of crisis communication and the behaviour of people in crises. These problems are particularly up-to-date in the period of the COVID-19 pandemic, and also in the post-pandemic period. Special attention will be paid to the topic of crisis and failure of communication in tourism and its cultural aspects.

The problem of cultural identity is also included within the framework of the research proposed for the years 2021-2025. It is highly important for EU countries to meet contemporary challenges by implementing the policy of openness to refugees, multicultural policy (in terms of education, social and cultural policy) and the readiness of their societies. This issue remains part of the research interests of some DTLA employees

and should result not only in their further scientific development, but also in expanding the interest and knowledge related to this subject matter.

The suggested research concept for the years 2021-2025 corresponds well to the profile of interests of DTLA employees, it will serve their further professional development, enriching the content of the subjects proposed within the academic curriculum. Taking into account the expected results of implementing the assessed research projects, they will also have an application-oriented dimension, primarily for the tourist industry of the Czech Republic.

In general, the Department has a lot of potential that has not been achieved as of yet. Currently, there is a division between the activities to tourism and to the languages. Both areas would create a unique combination that needs to be developed. On the one hand, the team of the languages Department could help publishing high-quality English papers in tourism, on the other hand it will be important to expand the area of “communication in tourism” as shown in the 2021-2025 program. This can only work in close cooperation between the departments of tourism and languages. This is a scientific challenge not only in scientific matters, but also in terms of the management and leadership of the Department. The Department needs to take the development of the organisation and human resources seriously over the next few years. Motivational programs and incentives should be added to these organisational goals. The development of cooperation competencies between tourism and languages is particularly important; in addition, the cooperation between the DTLA and other departments of the faculty, such as the Department of Business Economics and Management, needs to be expanded in order to be visible and proof the necessity of applied tourism sciences in the faculty. Furthermore, the cooperation between the Department and the regional tourism economy needs to be intensified. Therefore, in addition to the abovementioned, the following must be considered:

1. Research on tourism and culture, particularly industrial culture and industrial history.  
The history of the region and its former role in mining as well as the challenges of the transformation should be included into tourism research.
2. Tourism research should be stronger embedded in the research on sustainable regional development. This will also benefit the visibility of the university within the region.
3. Stronger connection between tourism and entrepreneurship / startup management: the region is in a state of a great transformation; it is important to also foster the independence of young people in the tourism industry.

To sum it up, the department needs to ensure that those researchers who have a great potential and are motivated to do research, will receive stronger support. For that, they need to be free of administrative tasks. Young PhD students bear a great motivation while assistant professor make the department stronger; together with those who primarily teach, it should be possible to create a competitive department.

### Quantity and quality of publication activities

*Evaluate quantity and quality of publication outputs, e.g. whether research results are published in international scientific journals listed in WoS or SCOPUS databases; evaluate proportion of papers published in journals with high influence in the relevant field of science (e.g. journals with a high AIS score)*

The quantitative and qualitative assessment of the publishing activity presented by the Department of Tourism and Leisure Activities is not clear cut. It results, on the one hand, from the decreasing number of publications of DTLA employees in the years 2016–2020 (a decrease by 60% compared to the base year, i.e. 2016), and, on the other hand, from the lack of publications in international scientific journals with impact factor (Jimp). The reasons for this situation can be found in the assessment methodology of science and research of the Ministry of Education. In the years 2016-2017, scientific publications of DTLA employees appeared primarily in post-conference materials (articles in conference proceedings), which was in line with the binding assessment methodology of publishing activities (at that time). The introduction of a new assessment methodology by the Ministry of Education, Youth and Sports in 2017 reduced the interest in the publication of scientific articles in conference proceedings in favour of the publications in the journals indexed in Scopus or Web of Science. The need to publish articles in the journals with impact factor should be considered urgent. When assessing the DTLA research plan for the years 2021-2025, their subject matter and the significant participation in the implemented projects of foreign universities (DTLA's partners), it can be assumed that during this period valuable scientific publications will appear, taking into account the advanced methodology, which will result in a clear quantitative increase, and, above all, a qualitative improvement of the publication activities. Such a concept of scientific and research activities should be considered highly desirable. It will also contribute to an increase in the number of publications in international journals with high impact factor.

The proposed topics for the period from 2021 to 2025 sound interesting. However, as mentioned above, the organisational course needs to be set in order to achieve the thematic goals. This is the only way to create a motivation for implementation at the Department.

Researcher with high potentials need to be free of administrative tasks in their daily work (see above). A research in cooperation with businesses and institutions, that is stronger oriented at the region, will enable new and attractive thematic focuses in research that are closer to the economy and, thus, become more innovative and attractive for journal publications. Moreover, the topic of “communication in tourism” can be designed very innovatively and guarantee a high quality in this area as well. At this place, it needs to be emphasised that the linguistic competencies at the Department need to be used much more to create English papers quicker and in higher quality.

### **Correspondence between scientific activities and educational activities**

*Evaluate whether the focus of the research activities of the department is in accordance with the educational activities of the department*

When reviewing the scientific activities of DTLA employees and the pursued research problems, their relationship with educational activities should be highlighted. The studies conducted in 2016-2020, and especially the results of these studies, enrich the content of the lectures delivered both at the specialization in tourism economics and hotel management (full-time and part-time forms), as well as the currently provided full-time professional bachelor’s degree program in Tourist Industry and Tourism. The employees take part in the implementation of educational and scientific research activities and also participate in the elaboration of university textbooks and educational texts. The pursued research problems take into account the participation of students, which is reflected in bachelor’s and sometimes diploma theses.

The implementation of the ESF project “Development of education at the Silesian in Opava” (period 2017-2022) and the projects planned for the years 2021-2025 will enhance the relationships between both scientific and educational activities.

Especially the young PhD students are interested in a stronger ERASMUS collaboration. ERASMUS teaching mobility programs with foreign universities need to be aimed for to keep the young researchers motivated. This will also strengthen the necessary internationalisation of the Department. The region in the border area of Czech Republic, Poland and Slovakia is attractive for researchers from other countries.

## Department staff and its development

*Evaluate composition of the team, e.g. whether there is appropriate number of professors, associate professors, assistant professors with Ph.D., assistants without Ph.D. and internal Ph.D. students; evaluate the personnel development of the department in the covering period*

The Department of Tourism and Leisure Activities employs 11 academic staff members and 1 internal doctoral/PhD student (interruption of study). The structure of academic staff results from the division of DTLA into three professional sections: Tourism (4 academic staff), Foreign Languages (6 academic staff) and Sports Activities (1 academic staff). The number of admitted students gradually puts pressure on the capacity to increase the number of seminars and final theses supervisions. Therefore, the academics at the Department have focused mainly on ensuring the teaching process and on supervising the students' theses (on average 10-20 theses per employee). As a consequence of such involvement of the Department employees in the didactic process, we are facing a lack of clear scientific development. In the analysed period, neither a habilitation nor a professorship procedure took place at the DTLA. The legitimacy of such a large group of employees (6 academic staff) in the Foreign Languages section should be considered. The staff of this section remains an important part of the teaching process within the School of Business Administration (SBA), however, it does not correspond with the research profile of DTLA. This should be perceived as a weakness of the Department's organizational structure and an element going beyond the scientific and didactic profile of DTLA including a full-time professional bachelor's degree program in Tourist Industry and Tourism.

The Department urgently needs organisational and human resource development. Young PhD candidates need to be fostered and supported, the linguistic workforce needs to be stronger interconnected with tourism. It is important for the Department's management to organize future research projects in a way to enable research teams from mixed disciplines. For example, there can be various research groups within the research area "communication in tourism", always including someone from tourism and someone from languages, as a requirement. That is how an interdisciplinary environment is created!

## Scientific and publication activities of Ph.D. students

*Evaluate the involvement of Ph.D. students in scientific activities (e.g. students grants, publications)*

The information presented in the self-evaluation report covering the period 2016-2020 does not allow an in-depth analysis of the scientific and publication activities carried out by students, including Ph. D. students. DTLA employs one internal doctoral student (currently interruption of study). There is no information about his scientific achievements and publication activities.

A positive assessment should be given to students' participation in the project within the Business Gate Academy, where they participate in the processing of specific projects based on the requirements of companies. Within the Business Gate Academy, students can participate in various workshops. They are involved in solving real practical problems of business practice.

At least one more PhD candidate is needed at the Department to strengthen the research competencies. It should also be considered to supervise the PhD candidates in cooperation with a foreign professor so that the supervision is not only the responsibility of the assistant professors.

## Scientific projects

*Evaluate research projects, consider particularly results achieved, internalisation and the share of projects funded from external resources*

The implementation of research projects financed from external and internal sources is important for the career growth of academics, for obtaining subsequent academic degrees and titles, for obtaining accreditation of degree programs and strengthening the scientific position of the Department of Tourism and Leisure Activities within the university structure, as well as in the academic community of the Czech Republic. The research projects of international nature favour the development of cooperation with foreign universities as well as the internationalization of the achieved results.

In the years 2016-2020, the DTLA employees acquired and solved several research projects. Three projects were successfully acquired from among the research projects financed from external sources. The authors of the self-evaluation report assessed the success rate at the level of approximately 20%. The research projects financed from external sources include as follows:

1. Targeted research in the field of small and medium-sized enterprises to achieve a competitive knowledge economy (source of financing – ESF).

2. The analysis of Czech – Polish tourist attractions in the Moravian-Silesian Region and Katowice Voivodship (contract research).
3. Silesia and the Middle–Income Trap Problem – Czech and Polish Regional Perspectives (ERDF, Interreg V-A).

The DTLA employees have already implemented or are still in the process of implementing two research projects financed from internal sources (university sources), namely:

1. Trends in tourism in the Moravian-Silesian Region (source – Institutional Support of Long–term Research Development).
2. Trends and innovations in tourism in the Czech Republic (source – Institutional Support of Long–term Research Development).

In total, the DTLA employees carried out 5 research projects in the years 2016-2020, 60% of which were financed from external sources. This share should be considered desirable. The results of implementing the above-mentioned projects predominantly take the form of scientific articles prepared by the project executors and published in the scientific journals, 3 of them are listed in Scopus database (Jsc), 5 in other scientific journals (Jost) and 9 in the proceedings from scientific conferences. The articles published in the scientific journal listed in Scopus database (Jsc) confirm the international value of the research findings resulting from the implementation of projects.

The assessed projects expand knowledge about the activity of small and medium-sized enterprises for the benefit of constructing competitive advantage in the knowledge-based economy, the role of tourist attractions in the development of tourism in the Moravian-Silesian Region and Katowice Voivodship, the identification of the most important trends in tourism in the Moravian-Silesian Region and the implementation of innovation in tourism in the Czech Republic. It can be expected that carrying out subsequent projects planned for the years 2021-2025, with the significant participation of foreign universities, will contribute to the internationalization of research and the popularization of its findings, e.g. in foreign journals with impact factor as well as during international scientific conferences.

To sum it up, it is important to foster cooperation through ERASMUS. Particularly ERASMUS teaching mobility programs should be used stronger by all researchers at the Department. This will enable international contacts that may lead to international project cooperation which, then again, strengthens the visibility of tourism research in Karvina.



## National and international cooperation

*Evaluate national and international co-operation of the department – e.g. whether department members are involved in international research teams; incoming and outgoing research mobilities*

Cooperation at the national and international level plays an essential role in building the DTLA's position as an important research and teaching unit. It refers to the cooperation with universities operating within the Czech Republic as well as the foreign ones. At the national level, the cooperation of the DTLA with national and regional professional agencies and companies in business and tourism is highly important. The list of the entities involved is significant and they represent not only the local government units, but also national associations and economic self-government entities, such as, e.g., the Czech Association of Hotels and Restaurants, the Guides Association of the Czech Republic or the Association of Professional Ski Teachers. The cooperation with tourist companies is reflected, among others, in the implementation of joint research projects which have an application dimension. It is focused on the scientific development of the DTLA employees and on enriching the content of lectures in the subjects included in the university curriculum (e.g. a full-time professional bachelor's degree program in Tourist Industry and Tourism). The DTLA's cooperation with Czech universities in the period under review is related to, i.a., co-organization of the annual conference entitled: Current trends in spa, hospitality, and tourism. Another example of departmental activities is the cooperation with the Association of Scientific Experts in Tourism (SVECR). It covers participation in the prepared and published monographs (e.g. Urban Tourism – 2019, Rural Tourism – 2020), the organization of scientific conferences and meetings of experts – members of the association.

The DTLA's cooperation with foreign universities from Slovakia, Poland, Turkey and Bulgaria remains relatively extensive. It results in publishing articles in foreign journals, peer-reviewed proceedings from foreign conferences, participation in the elaboration of study support materials, the organization of international workshops or the participation in an international week. In the area of the DTLA's activities at the international level, the following should be emphasized, among others:

- long-term cooperation with the Department of Tourism, Faculty of Economics, Matej Bel University Banská Bystrica,
- cooperation with the Wrocław University of Economics and Business, the branch in Jelenia Góra,
- cooperation with the Slovak Faculty of Business of EU in Bratislava,

- cooperation with the Bulgarian University of Food Technologies in Plovdiv.

The cooperation with the above-mentioned universities covers joint research projects (in the field of tourism, especially hospitality and spa, gastronomy, hotel management and regional tourism), as well as short-term semester mobilities of Erasmus+ teachers and students. The cooperation in this area facilitates the involvement of the DTLA's employees in international research teams, incoming and outgoing research mobilities.

The extension of international cooperation in the sphere of research and the exchange of teachers and students with new universities from the European Union member states should be of great importance in the nearest perspective (e.g. in the years 2021-2025) for further development of the DTLA.

Cooperation through ERASMUS needs to be expanded in this area as well. This will allow for the necessary internationalization.

### Social significance of scientific activities

*Evaluate scientific activities and their impact on society in the covering period 2016-2020 – e.g. whether there is a positive impact of the department's research activities on society*

The social dimension and importance of the research activities conducted by the DTLA employees should be perceived in three areas, namely:

- identifying the most important trends in tourism and their perception by the selected tourism enterprises, especially in the Moravian-Silesian region, as well as taking up the activities which accord with the challenges of the tourism market,
- innovative activities carried out by the enterprises in the tourism sector of the Moravian-Silesian region, constituting a response to the trends in this area on the tourism market,
- the assessment of consumers' satisfaction with using the services of accommodation and catering facilities, tourism operators and tourism agencies.

The assessment of the above-mentioned activity areas referring to the entities operating in the tourism sector must be perceived through their application dimension. The research findings constitute a good basis for these entities to undertake activities focused on changing the service offer and improving its quality. In turn, the assessment of customer satisfaction with tourism services is a good information background for these tourism sector entities which aim at improving their activities, taking into account customer expectations.

The social dimension of the research activity should be related to the implementation of two projects in the years 2016-2020, namely:

1. Trends in tourism in the Moravian-Silesian Region.
2. Trends and innovations in tourism in the Czech Republic.

Scientific publications (1 article in the scientific journal listed in Scopus database, 2 articles in other scientific journals (Jost) and 7 articles in the proceedings from the scientific conference) popularize the research findings related to the indicated areas of research activity (which also has a social dimension).

Tourism has the potential to address the people in a region directly, which is a large opportunity for the Department. However, this needs to be used stronger, by linking tourism research with research on regional development. There is a particular interest in regional and tourism development as well as in regional job opportunities in tourism for young people. This will, after all, strengthen the university's role in the region, and the role of tourism research within the faculty.

### Cooperation of the department with the application sphere

*Evaluate the most significant interactions with the non-academic application/corporate sphere. Take into consideration how the evaluated department looks up for and cooperate with application partners.*

A significant and highly rated activity area conducted by the DTLA is the cooperation with practice (the application sphere). The category of the DTLA's corporate partners includes mainly strategic and professional partners with whom the Silesian University has a contractual cooperation and which is provided by the department's employees. The cooperation with selected partners from tourist companies is of crucial importance for implementing current trends in the labour market to the profile of the degree programs graduates as well as the specializations guaranteed by the DTLA, joint proposals of external research and contract projects. An important component of cooperation with the application sphere is the direct participation of expert practitioners in the educational activities.

The key partners of the DTLA include, i.a., Clarion Congress Hotel Ostrava, Lázně Darkov a.s. (Darkov health resort, joint-stock company) Lázně Slatinice (Slatinice health resort), Moravian-Silesian Tourism, s.r.o.

The cooperation related to connecting students with practice through the Business Gate Centre also determines the positive assessment of the cooperation between the DTLA and the application sphere. The centre supports entrepreneurship and entrepreneurial thinking in the region and engages the School of Business Administration in Karviná and its students in solving the real practical problems of business practice. The additional benefit of this

cooperation (with the Business Gate Academy) is the possibility for students and teachers to participate in various workshops.

### Overall assessment and recommendations

*Summarize here the key findings of your assessment in the context of the whole evaluation and suggest concrete recommendations for improvement and progress.*

The analysis of the *Self-Evaluation Report covering the period 2016- 2020* as well as the scientific output, the research and teaching activities of the academic staff employed at the Department of Tourism and Leisure Activities constitutes the basis for formulating the final conclusions (the key findings of the whole evaluation).

In the light of the presented information, available to the reviewer preparing the assessment of the individual activity areas conducted by the DTLA, the overall assessment is positive. This does not mean that the reviewer does not notice the strengths and the weaknesses of the activities carried out by the DTLA. Among the strengths of the activities performed by the DTLA's employees the following should be listed:

1. *The activities of the Department employees in the field of scientific research.* Their research has a cognitive and application dimension, and its findings expand the knowledge regarding the current tendencies and trends in tourism in the Czech Republic, the innovations implemented by the entities operating in the tourism sector and the satisfaction of consumers using tourist services.
2. *Scientific output of the employees covering the years 2016- 2020.* It presents the total of 85 publications. They include, among others, monographs (1), chapters in monographs (5), articles in the scientific journal listed in Scopus database (3) and articles in other scientific journals (25). In particular, the articles published in foreign scientific journals serve the internationalization of the research findings and constitute a good basis for building the DTLA's position within the national and international academic environment.
3. *Connecting the results of the scientific research with the didactic process.* When reviewing the scientific publications of the Department employees and the findings they presented, their impact on the contents included in the subjects taught within the framework of the full-time professional bachelor's degree program in the Tourist Industry and Tourism is well noticeable. The research results are also presented in the elaboration of university textbooks and educational texts.

4. *The participation of students in the research projects carried out by the Department.*  
It finds its confirmation in both bachelor's and diploma theses.
5. *Strong commitment of the Department employees in conducting diploma seminars.*  
This is confirmed by the number of students' theses per employee (on average 10 – 20 theses per employee).
6. *Increasing involvement of the DTLA's employees in the implementation of research projects financed from external sources.* In the years 2016-2020, the academic staff of the Department carried out 5 research projects financed from external sources. The results of their implementation took the form of publications in peer-reviewed journals (Scopus database, the other scientific journals, in proceedings from the scientific conferences).
7. *The systematically developing cooperation of the DTLA with national and foreign universities.* This cooperation refers to the joint organization of scientific conferences (of national and international importance) and the implementation of joint research projects with the following foreign universities: Matej Bel University (Faculty of Economics, Department of Tourism), Wrocław University of Economics and Business (a branch in Jelenia Góra, the Department of Marketing and Tourism Industry Management), University of Economics in Bratislava (Faculty of Business) and Bulgarian University of Food Technologies in Plovdiv.
8. *The involvement of the Department employees in research projects of crucial social significance.* The research findings addressing the problems of innovations in tourism and customer satisfaction using the services provided by tourism companies (the accommodation and catering facilities, tourism operators and tourism agencies), their popularisation through scientific publications and meetings with the representatives of the tourism sector (e.g. in the form of workshops) are of essential importance for the increasing social dimension of the activities performed by the employees of the DTLA.
9. *The expanding and intensifying cooperation of the Department with the application sphere.* The cooperation of the DTLA with the selected partners representing practice, i.e. the tourist companies, local government units (Moravian-Silesian Region), the economic self-government units in tourism (e.g. Czech Association of Hotels and Restaurants, Association of Scientific Experts in Tourism, Guides Association of the Czech Republic) is highly significant for the implementation of current trends in the

labour market to the profile of the degree programs graduates and the specialization guaranteed by the Department.

10. *The cooperation of the DTLA with the application sphere, expressed in engaging students in business practice through the Business Gate Centre.* It allows for the development of entrepreneurship and entrepreneurial thinking in the region and for involving the School of Business Administration in Karvina and its students in solving real practical problems of business practice.

Among the weaknesses of the DTLA employees' activities the following can be included:

1. *There are no scientific articles presenting the research findings on the carried out research projects in international scientific journals with impact factor (Jimp).* The majority of the scientific achievements are presented in the journals of much lower prestige and recognition in the international academic community.
2. *The absence of clear scientific development of the DTLA's employees measured by the number of new habilitation and professorship procedures.* This is due to high involvement of employees in the teaching process and the growing number of seminars and final theses supervisions, among others.
3. *The presence of the Foreign Languages section (6 academic staff) in the organizational structure of the Department.* Although the employees of this section show great involvement in the didactic process of the university and participation in the implementation of research projects, their thematic orientation does not accord well with the scientific and research profile of the Department of Tourism and Leisure Activities.
4. *The absence of the scientific and publication activities of Ph.D. students.* This confirms the lack of policy related to the scientific development of young staff within the framework of the activities conducted by the Department, as well as their low effectiveness.
5. Low effectiveness of the Department's efforts in acquiring further research projects financed both from external and internal sources (university sources). This is confirmed by the success rate approx. 20%.
6. *Limited range of international scientific conferences organized or co-organized by the Department.* In the years 2016-2020, the participants of these conferences came predominantly from the universities in Slovakia and Poland. Therefore, these conferences serve, to a small extent, the internationalization of the scientific and

research activities conducted by the DTLA and the establishment of new contacts, which remains the condition for further development of the Department and for strengthening its position in the international academic environment.

Taking into account the strengths and especially the weaknesses of the research activities, the following recommendations can be addressed to the Department of Tourism and Leisure Activities:

1. It is well-founded and desirable to extend the subject matter of the scientific research undertaken by the DTLA's employees. This expectation is significantly reflected in the proposals regarding the research activity formulated in the "Concept of scientific research activities covering the period 2021-2025".
2. It is justified to extend the list of foreign partners participating in the planned research projects financed primarily from the external sources.
3. Further development of the DTLA's cooperation with the entities representing practice, consisting in the implementation of the contracted research projects and the effective popularization of their findings aimed at strengthening the Department's position in the local, regional and national environment.
4. Undertaking activities focused on attracting new doctoral students and ensuring high efficiency of both habilitation and professorship procedures.

The basis for a strong interdisciplinary orientation exists. Implementing these potentials will create competencies that can even be of interest on an international level. This will allow for the invitation of guest professors (who could do two lectures per semester of 1.5 hours each for different student groups via Zoom) and facilitate the establishment of an international network. In order for this to happen, a lot of energy, courage, perseverance, long-term thinking and a good network with the region as well as within the university are needed. In short, this needs leadership.

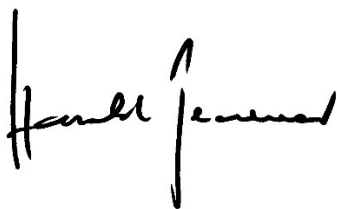
Leadership means to set a goal, share this goal with others and create commitment to implement the strategies for achieving this goal together. Tourism gives the university many good opportunities for regional networking. The combination of leadership, the interdisciplinary potentials of tourism and the networking opportunities in the region is unique and needs to be utilized and developed step by step.

## ASSESSMENT OF THE INDIVIDUAL DEPARTMENT MEMBERS

The committee provided assessment of the individual members of the department from the point of view of their contribution towards the excellence of the research activities of the department and the ranking of the individual department member. For reasons of the personal data protection the individual assessment is not presented. The following table summarized the numbers of individual grades of all department members.

### Overview of the individual grades

A	B	C	D	E
0	3	5	1	0



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(chair of the committee)



Prof. dr hab. Andrzej Rapacz



Doc. Ing. Dagmar Jakubíková, Ph.D.