Syllabus

Course Description

Course Title	Entrepreneurship and Leadership
Course Code	30176
Course Title Additional	
Scientific-Disciplinary Sector	NN
Language	German
Degree Course	Bachelor in Tourism, Sport and Event Management
Other Degree Courses (Loaned)	
Lecturers	Prof. Matthias Fuchs, Matthias.Fuchs@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/236
Teaching Assistant	
Semester	All semesters
Course Year/s	2
CP	12
Teaching Hours	72
Lab Hours	-
Individual Study Hours	-
Planned Office Hours	36
Contents Summary	The bachelor's course "Entrepreneurship & Business Management" (30176) is part of the business administration programme and is divided into two modules: Course Module 1 (M1) "Strategic Management" covers the following topics: – Concepts and key approaches to business strategies – Development processes for business strategies – Strategies, companies and the competitive environment – Business models, resources, strategic competencies and dynamic capabilities – Limitations and critical aspects of management theories

	Course Module 2: "Organisational Behaviour & Leadership" covers the following topics: – Fundamentals of organisational behaviour – Emotions, attitudes, motivation and job satisfaction – Leadership and organisational communication – Organisational structure & organisational culture – Limitations and critical aspects of corporate management theories
Course Topics	The course covers key topics in the field of entrepreneurship and leadership. On the one hand, it deals with common models and concepts for describing and analysing corporate strategies and strategy formation. Furthermore, key instruments for strategic decision-making in companies are presented by showing how value is created through the identification of strategic development opportunities. On the other hand, the most important leadership theories are presented and it is shown how their application influences human behaviour in organisations. The concepts, models and theories presented in the course are critically reflected upon and the limitations and risks of their application are highlighted.
Keywords	Entrepreneurship; Business Management; Strategic Management; Organisational Behaviour; Critical Management Epistemology
Recommended Prerequisites	Interest in the topic of "entrepreneurship and leadership" as well as in an introduction to scientific methods of management research and management epistemology.
Propaedeutic Courses	
Teaching Format	Lectures in the form of face-to-face teaching, exercises based on case studies (individual and in teams), presentations
Mandatory Attendance	-
Specific Educational Objectives and Learning Outcomes	ILO (Intended Learning Outcomes) ILO 1 - Knowledge and understanding ILO 1.1. of theories of business management ILO 1.2. of business organisation in different contexts ILO 1.3. of human resource organisation and management ILO 1.4. of the interaction between different management functions ILO 1.5. Corporate strategies and basic business models ILO 1.6. The most important strategic planning tools and their appropriate and context-dependent application

	ILO 1.7. Leadership theory and methods ILO 2 - Ability to apply knowledge and understanding ILO 2.1. Human resource management in different organisational contexts ILO 2.2. Review of the management of the organisation as individual functions and as a whole ILO 2.3. Human resource development and leadership ILO 2.4. Creation of a compelling soft skills offering for new initiatives ILO 2.5. Identification of potential talent in the market ILO 2.6. Communication in the tourism sector in intercultural working environments ILO 2.7. Basic concepts useful for attending courses in economics, business administration and management ILO 3 - Making judgements ILO 3.1. Reporting analytically and critically on information, empirical values and data in order to make adequate business decisions; ILO 3.2. Selecting the most appropriate quantitative and qualitative analysis tools to support decision-making; ILO 3.3. Finding solutions by using logical conclusions and combining information and analytical tools ILO 4 - Making judgements (Communication skills) ILO 4.1. Achievement of this objective is assessed by means of written examinations, group work, assignments, presentation of case studies and projects, and the final dissertation. ILO 5 - Learning skills ILO 5.1. The ability to find up-to-date information in order to keep pace with changes in the service sector in general and in the field of tourism, sports and event management in particular; ILO 5.2. The ability to analyse, critically evaluate and integrate data, information and experience; ILO 5.3. The ability to develop possible solutions to problems in economic and operational areas relating to those work contexts that represent potential career prospects for graduates.
Specific Educational	Knowledge and understanding of - Entrepreneurial decision-

Objectives and Learning Outcomes (additional info.)	making, corporate strategies and business models - Strategic planning tools - Leadership theories and organisational behaviour - Human resource management - Critical management epistemology Application of knowledge and understanding - Ability to analyse strategic challenges in companies - Ability to critically apply strategic management methods in companies - Ability to lead people in organisations - Ability to develop people in organisations Independent judgement - Ability to evaluate the suitability of theories for analysing strategic decisions in companies and to assess their effects - Ability to evaluate the suitability and effectiveness of leadership theories in companies Communication skills - Ability to communicate the key concepts and theories on the topic of "entrepreneurship" covered in the course adequately and convincingly to fellow students - Ability to communicate the key concepts and theories on the topic of "leadership" covered in the course adequately and convincingly to fellow students Learning skills - Ability to autonomously seek connections to academic literature in order to expand the knowledge acquired on the heterogeneous topic of "entrepreneurship and leadership" - Ability to take a critical stance towards key concepts and theories in the field of "entrepreneurship and leadership" by explicitly considering their ethical consequences
Assessment	A) Participating students (for each of the two modules) - Written partial examination (70%) (ILO 1; ILO 2; ILO 3; ILO 4; ILO 5) Examination duration 90 minutes - Group work and presentations (30%) (ILO 1; ILO 2; ILO 3; ILO 4; ILO 5) B) Non-participating students (for each of the two modules) - Written partial examination (100%) (ILO 1; ILO 2; ILO 3; ILO 4; ILO 5) Examination duration 120 minutes A pass mark at each module must be achieved in order to pass the final exam.

Evaluation Criteria	- Knowledge and understanding of texts (20%) - Ability to establish connections between texts (5%) - Ability to apply knowledge (20%) - Independent judgement and critical thinking (30%) - Transfer of acquired knowledge to practical contexts (25%)
Required Readings	- Whittington, R.; Regnér, P.; Angwin, D.; Johnson, G. and Scholes, K. (2020). Exploring Strategy. 13th Edition, Pearson. - Robbins P. Stephen & Judge A. Timothy (2021). Essentials of Organizational Behavior, 15th Edition, Pearson, New York - Ghoshal S (2005) Bad management theories are destroying good management practices. Academy of Management Learning Education 4(1):75–91 - Minett D, Yaman R & Denizci B (2009). Leadership styles and ethical decision-making in hospitality management, *International Journal of Hospitality* Management, 28, 486-493 - Joullié, J-E. (2020) Management theory in crisis. In: Bowden B, McMurray A (eds) Palgrave handbook of management history. Springer, Switzerland AG, Cham.
Supplementary Readings	Ergänzende Literatur zur Vertiefung - Dierksmeier C, Pirson M (2010) The modern corporation and the idea of freedom. Philosophy & Management 9(3):5–25 - Fuchs, M. (2023). A Post-Cartesian Economic and Buddhist view on tourism, *Annals of Tourism Research,* 103, 688, https://doi.org/10.1016/j.annals.2023.103688 - Spillane, R. & Joullié, J-E. (2022). Justifying ethical values: A purposive ethics for managers, Business Ethics, Environment & Responsibility, 31, 1185–1192 - Spillane, R. & Joullié, J-E. (2022). Overcoming Managerialism – Power, Authority and Rhetoric at Work, De Gruyter Business & Economics, New York.
Further Information	Teaching materials such as PowerPoint slides, required reading and further reading can be found in the reserve collection.
Sustainable Development Goals (SDGs)	No poverty, Quality education, Responsible consumption and production, Decent work and economic growth, Industry, innovation and infrastructure, Gender equality

Course Module

Course Constituent Title	M-1 Strategic Management
Course Code	30176A
Scientific-Disciplinary Sector	ECON-07/A
Language	German
Lecturers	Prof. Matthias Fuchs, Matthias.Fuchs@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/236
Teaching Assistant	
Semester	First semester
CP	6
Responsible Lecturer	
Teaching Hours	36
Lab Hours	-
Individual Study Hours	-
Planned Office Hours	18
Contents Summary	The Ba. course "Entrepreneurship & Leadership" (30176) belongs to the scientific area of Business Administration and is sub-divided into two Modules: Course Module 1 (M1) is titled "Strategic Management" and covers below topics: - Concepts and major approaches of business strategies - Formation processes of business strategies - Strategies, firms and types of competitive environment - Business models, resources, strategic competencies and dynamic capabilities - Limitations and critical issues of management theories
Course Topics	The course module 1 "strategic management" introduces students to the analysis of the strategic behaviour of firms. This matter is approached according to a process perspective, with particular emphasis on decision-making processes that shape firm strategy. The course module analyses the strategy both as an outcome and as managerial process. Throughout the course, theories of strategic management are critically reflected, and their limits

	delineated.
Teaching Format	Lectures in the form of classroom teaching, exercises on case studies (individual and in teams), presentations
Required Readings	- Whittington, R.; Regnér, P.; Angwin, D.; Johnson, G. and Scholes, K. (2020). *Exploring Strategy*. 13th Edition, Pearson. - Collins, J. C. & Porras, J. I. (1996): Building your company's vision. Harvard Business Review, Sep-Oct. - Snowden, D.J. and Boone, M.E., 2007. A leader's -framework for decision making. *Harvard business review,* 85(11), p.68: https://pablopernot.fr/pdf/Cynefin-MaryBoone.pdf - Ghoshal S (2005) Bad management theories are destroying good management practices. *Academy of Management Learning Education* 4(1):75–91 Joullié, J-E. (2020) Management theory in crisis. In: Bowden B, McMurray A (eds) *Palgrave handbook of management history*. Springer, Switzerland AG, Cham
Supplementary Readings	Additional literature for further study - Dierksmeier C, Pirson M (2010) The modern corporation and the idea of freedom. *Philosophy & Management* 9(3):5–25 - Minett D, Yaman R & Denizci B (2009). Leadership styles and ethical decision-making in hospitality management, *International Journal of Hospitality* Management, 28, 486-493 Spillane, R. & Joullié, J-E. (2022). *Overcoming Managerialism – Power, Authority and Rhetoric at Work, De Gruyter Business & Economics*, New York.

Course Module

Course Constituent Title	M-2 Organizational Behaviour and Leadership
Course Code	30176B
Scientific-Disciplinary Sector	ECON-08/A
Language	German
Lecturers	Prof. Matthias Fuchs, Matthias.Fuchs@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/236

Teaching Assistant	
Semester	Second semester
CP	6
Responsible Lecturer	
Teaching Hours	36
Lab Hours	-
Individual Study Hours	-
Planned Office Hours	18
Contents Summary	Course Module 2 (M2) is titled "Organisation Behaviour & Leadership" and covers below topics: - Basics of organisational behaviour - Emotions, attitudes, motivation and job satisfaction - Leadership and organizational communication - Organisational structure & organisational culture - Limitations and critical issues of leadership theories
Course Topics	The course module M-2 "Organizational Behaviour and Leadership" provides a general overview of topics of organizational behaviour and leadership. The course will provide the students with theoretical knowledge on contemporary theories of leadership, which are applied in case study work to real-life situations providing a praxis relation to the learned topics. After completion of the course, the students will be able to better understand behaviour within organizations. Throughout the course, theories of organizational behaviour and leadership are critically reflected and their limits delineated-
Teaching Format	Lectures in the form of classroom teaching, exercises on case studies (individual and in teams), presentations
Required Readings	- Robbins S. P. & Judge A. T. (2021). Essentials of -Organizational Behaviour, 15th Global Edition, Pearson - Ghoshal S (2005) Bad management theories are destroying good management practices. Academy of Management Learning Education 4(1):75–91 - Minett D, Yaman R & Denizci B (2009). Leadership styles and ethical decision-making in hospitality management, *International Journal of Hospitality* Management, 28, 486-493

	Joullié, J-E. (2020) Management theory in crisis. In: Bowden B, McMurray A (eds) Palgrave handbook of management history. Springer, Switzerland AG, Cham
Supplementary Readings	Additional literature for further study - Dierksmeier C, Pirson M (2010) The modern corporation and the idea of freedom. Philosophy & Management 9(3):5–25 - Fuchs, M. (2023). A Post-Cartesian Economic and Buddhist view on tourism, Annals of Tourism Research, 103, 688, https://doi.org/10.1016/j.annals.2023.103688 Spillane, R. & Joullié, J-E. (2022). Justifying ethical values: A purposive ethics for managers, Business Ethics, Environment & Responsibility, 31, 1185–1192