

# Syllabus

## *Course Description*

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| 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,<br>Matthias.Fuchs@unibz.it<br><a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/236">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/236</a>                                                                                                                                                                                                                                                                                                                      |
| 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               | <p>The bachelor's course "Entrepreneurship &amp; Business Management" (30176) is part of the business administration programme and is divided into two modules:</p> <p>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</p> |

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|                                                              | 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                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Course Topics</b>                                         | 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. |
| <b>Keywords</b>                                              | Entrepreneurship; Business Management; Strategic Management; Organisational Behaviour; Critical Management Epistemology                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Recommended Prerequisites</b>                             | Interest in the topic of "entrepreneurship and leadership" as well as in an introduction to scientific methods of management research and management epistemology.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Propaedeutic Courses</b>                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Teaching Format</b>                                       | Lectures in the form of face-to-face teaching, exercises based on case studies (individual and in teams), presentations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Mandatory Attendance</b>                                  | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Specific Educational Objectives and Learning Outcomes</b> | <p>ILO (Intended Learning Outcomes)</p> <p>ILO 1 - Knowledge and understanding</p> <p>ILO 1.1. of theories of business management</p> <p>ILO 1.2. of business organisation in different contexts</p> <p>ILO 1.3. of human resource organisation and management</p> <p>ILO 1.4. of the interaction between different management functions</p> <p>ILO 1.5. Corporate strategies and basic business models</p> <p>ILO 1.6. The most important strategic planning tools and their appropriate and context-dependent application</p>                                                                                                                                                                                                   |

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|                             | <p>ILO 1.7. Leadership theory and methods</p> <p>ILO 2 - Ability to apply knowledge and understanding</p> <p>ILO 2.1. Human resource management in different organisational contexts</p> <p>ILO 2.2. Review of the management of the organisation as individual functions and as a whole</p> <p>ILO 2.3. Human resource development and leadership</p> <p>ILO 2.4. Creation of a compelling soft skills offering for new initiatives</p> <p>ILO 2.5. Identification of potential talent in the market</p> <p>ILO 2.6. Communication in the tourism sector in intercultural working environments</p> <p>ILO 2.7. Basic concepts useful for attending courses in economics, business administration and management</p> <p>ILO 3 - Making judgements</p> <p>ILO 3.1. Reporting analytically and critically on information, empirical values and data in order to make adequate business decisions;</p> <p>ILO 3.2. Selecting the most appropriate quantitative and qualitative analysis tools to support decision-making;</p> <p>ILO 3.3. Finding solutions by using logical conclusions and combining information and analytical tools</p> <p>ILO 4 - Making judgements (Communication skills)</p> <p>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.</p> <p>ILO 5 - Learning skills</p> <p>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;</p> <p>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.</p> |
| <b>Specific Educational</b> | Knowledge and understanding of - Entrepreneurial decision-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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| <b>Objectives and Learning Outcomes (additional info.)</b> | <p>making, corporate strategies and business models - Strategic planning tools - Leadership theories and organisational behaviour - Human resource management - Critical management epistemology</p> <p>Application of knowledge and understanding</p> <ul style="list-style-type: none"> <li>- 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</li> </ul> <p>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</p> <p>Communication skills</p> <ul style="list-style-type: none"> <li>- 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</li> </ul> <p>Learning skills</p> <ul style="list-style-type: none"> <li>- 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</li> </ul> |
| <b>Assessment</b>                                          | <p>A) Participating students (for each of the two modules)</p> <ul style="list-style-type: none"> <li>- Written partial examination (70%) (ILO 1; ILO 2; ILO 3; ILO 4; ILO 5)</li> </ul> <p>Examination duration 90 minutes</p> <ul style="list-style-type: none"> <li>- Group work and presentations (30%) (ILO 1; ILO 2; ILO 3; ILO 4; ILO 5)</li> </ul> <p>B) Non-participating students (for each of the two modules)</p> <ul style="list-style-type: none"> <li>- Written partial examination (100%) (ILO 1; ILO 2; ILO 3; ILO 4; ILO 5)</li> </ul> <p>Examination duration 120 minutes</p> <p>A pass mark at each module must be achieved in order to pass the final exam.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| <b>Evaluation Criteria</b>                  | <ul style="list-style-type: none"> <li>- 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%)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Required Readings</b>                    | <ul style="list-style-type: none"> <li>- Whittington, R.; Regnér, P.; Angwin, D.; Johnson, G. and Scholes, K. (2020). Exploring Strategy. 13th Edition, Pearson.</li> <li>- Robbins P. Stephen &amp; Judge A. Timothy (2021). Essentials of Organizational Behavior, 15th Edition, Pearson, New York</li> <li>- Ghoshal S (2005) Bad management theories are destroying good management practices. <i>Academy of Management Learning Education</i> 4(1):75–91</li> <li>- Minett D, Yaman R &amp; Denizci B (2009). Leadership styles and ethical decision-making in hospitality management, <i>International Journal of Hospitality Management</i>, 28, 486-493</li> <li>- Joullié, J-E. (2020) Management theory in crisis. In: Bowden B, McMurray A (eds) <i>Palgrave handbook of management history</i>. Springer, Switzerland AG, Cham.</li> </ul> |
| <b>Supplementary Readings</b>               | <p>Ergänzende Literatur zur Vertiefung</p> <ul style="list-style-type: none"> <li>- Dierksmeier C, Pirson M (2010) The modern corporation and the idea of freedom. <i>Philosophy &amp; Management</i> 9(3):5–25</li> <li>- Fuchs, M. (2023). A Post-Cartesian Economic and Buddhist view on tourism, <i>Annals of Tourism Research</i>, 103, 688, <a href="https://doi.org/10.1016/j.annals.2023.103688">https://doi.org/10.1016/j.annals.2023.103688</a></li> <li>- Spillane, R. &amp; Joullié, J-E. (2022). Justifying ethical values: A purposive ethics for managers, <i>Business Ethics, Environment &amp; Responsibility</i>, 31, 1185–1192</li> <li>- Spillane, R. &amp; Joullié, J-E. (2022). <i>Overcoming Managerialism – Power, Authority and Rhetoric at Work</i>, De Gruyter Business &amp; Economics, New York.</li> </ul>               |
| <b>Further Information</b>                  | Teaching materials such as PowerPoint slides, required reading and further reading can be found in the reserve collection.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Sustainable Development Goals (SDGs)</b> | No poverty, Quality education, Responsible consumption and production, Decent work and economic growth, Industry, innovation and infrastructure, Gender equality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## *Course Module*

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| <b>Course Constituent Title</b>       | M-1 Strategic Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Course Code</b>                    | 30176A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Scientific-Disciplinary Sector</b> | ECON-07/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Language</b>                       | German                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Lecturers</b>                      | Prof. Matthias Fuchs,<br>Matthias.Fuchs@unibz.it<br><a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/236">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/236</a>                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Teaching Assistant</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Semester</b>                       | First semester                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>CP</b>                             | 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Responsible Lecturer</b>           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Teaching Hours</b>                 | 36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Lab Hours</b>                      | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Individual Study Hours</b>         | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Planned Office Hours</b>           | 18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Contents Summary</b>               | <p>The Ba. course "Entrepreneurship &amp; Leadership" (30176) belongs to the scientific area of Business Administration and is sub-divided into two Modules:</p> <p>Course Module 1 (M1) is titled "Strategic Management" and covers below topics:</p> <ul style="list-style-type: none"> <li>- Concepts and major approaches of business strategies</li> <li>- Formation processes of business strategies</li> <li>- Strategies, firms and types of competitive environment</li> <li>- Business models, resources, strategic competencies and dynamic capabilities</li> <li>- Limitations and critical issues of management theories</li> </ul> |
| <b>Course Topics</b>                  | <p>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</p>                                                                                                                                                                                |

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|                               | delineated.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Teaching Format</b>        | Lectures in the form of classroom teaching, exercises on case studies (individual and in teams), presentations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Required Readings</b>      | <ul style="list-style-type: none"> <li>- Whittington, R.; Regnér, P.; Angwin, D.; Johnson, G. and Scholes, K. (2020). <i>Exploring Strategy</i>. 13th Edition, Pearson.</li> <li>- Collins, J. C. &amp; Porras, J. I. (1996): Building your company's vision. <i>Harvard Business Review</i>, Sep-Oct.</li> <li>- Snowden, D.J. and Boone, M.E., 2007. A leader's -framework for decision making. <i>Harvard business review</i>, 85(11), p.68: <a href="https://pablopernot.fr/pdf/Cynefin-MaryBoone.pdf">https://pablopernot.fr/pdf/Cynefin-MaryBoone.pdf</a></li> <li>- Ghoshal S (2005) Bad management theories are destroying good management practices. <i>Academy of Management Learning Education</i> 4(1):75–91</li> </ul> <p>Joullié, J-E. (2020) Management theory in crisis. In: Bowden B, McMurray A (eds) <i>Palgrave handbook of management history</i>. Springer, Switzerland AG, Cham</p> |
| <b>Supplementary Readings</b> | <p>Additional literature for further study</p> <ul style="list-style-type: none"> <li>- Dierksmeier C, Pirson M (2010) The modern corporation and the idea of freedom. <i>Philosophy &amp; Management</i> 9(3):5–25</li> <li>- Minett D, Yaman R &amp; Denizci B (2009). Leadership styles and ethical decision-making in hospitality management, <i>International Journal of Hospitality Management</i>, 28, 486-493</li> </ul> <p>Spillane, R. &amp; Joullié, J-E. (2022). <i>Overcoming Managerialism – Power, Authority and Rhetoric at Work</i>, De Gruyter Business &amp; Economics, New York.</p>                                                                                                                                                                                                                                                                                                   |

## *Course Module*

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

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| <b>Teaching Assistant</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Semester</b>               | Second semester                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>CP</b>                     | 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Responsible Lecturer</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Teaching Hours</b>         | 36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Lab Hours</b>              | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Individual Study Hours</b> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Planned Office Hours</b>   | 18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Contents Summary</b>       | <p>Course Module 2 (M2) is titled "Organisation Behaviour &amp; Leadership" and covers below topics:</p> <ul style="list-style-type: none"> <li>- Basics of organisational behaviour</li> <li>- Emotions, attitudes, motivation and job satisfaction</li> <li>- Leadership and organizational communication</li> <li>- Organisational structure &amp; organisational culture</li> <li>- Limitations and critical issues of leadership theories</li> </ul>                                                                                                                                                                        |
| <b>Course Topics</b>          | <p>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-</p> |
| <b>Teaching Format</b>        | Lectures in the form of classroom teaching, exercises on case studies (individual and in teams), presentations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Required Readings</b>      | <ul style="list-style-type: none"> <li>- Robbins S. P. &amp; Judge A. T. (2021). Essentials of Organizational Behaviour, 15th Global Edition, Pearson</li> <li>- Ghoshal S (2005) Bad management theories are destroying good management practices. Academy of Management Learning Education 4(1):75–91</li> <li>- Minett D, Yaman R &amp; Denizci B (2009). Leadership styles and ethical decision-making in hospitality management, <i>International Journal of Hospitality Management</i>, 28, 486-493</li> </ul>                                                                                                             |



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|                               | <p>Joullié, J-E. (2020) Management theory in crisis. In: Bowden B, McMurray A (eds) Palgrave handbook of management history. Springer, Switzerland AG, Cham</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Supplementary Readings</b> | <p>Additional literature for further study</p> <ul style="list-style-type: none"> <li>- Dierksmeier C, Pirson M (2010) The modern corporation and the idea of freedom. <i>Philosophy &amp; Management</i> 9(3):5–25</li> <li>- Fuchs, M. (2023). A Post-Cartesian Economic and Buddhist view on tourism, <i>Annals of Tourism Research</i>, 103, 688, <a href="https://doi.org/10.1016/j.annals.2023.103688">https://doi.org/10.1016/j.annals.2023.103688</a></li> </ul> <p>Spillane, R. &amp; Joullié, J-E. (2022). Justifying ethical values: A purposive ethics for managers, <i>Business Ethics, Environment &amp; Responsibility</i>, 31, 1185–1192</p> |