

# Syllabus

## *Descrizione corso*

Titolo insegnamento	Imprenditorialità e Leadership
Codice insegnamento	30176
Titolo aggiuntivo	
Settore Scientifico-Disciplinare	NN
Lingua	Tedesco
Corso di Studio	Corso di laurea in Management del Turismo, dello Sport e degli Eventi
Altri Corsi di Studio (mutuati)	
Docenti	prof. Matthias Fuchs, Matthias.Fuchs@unibz.it <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>
Assistente	
Semestre	Secondo semestre
Anno/i di corso	2
CFU	12
Ore didattica frontale	72
Ore di laboratorio	-
Ore di studio individuale	-
Ore di ricevimento previste	36
Sintesi contenuti	<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></ul>

	<ul style="list-style-type: none"> <li>- Business models, resources, strategic competencies and dynamic capabilities</li> <li>- Limitations and critical issues of management theories</li> </ul> <p>Course Module 2 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>Argomenti dell'insegnamento</b>	<p>The course covers key topics in the domain of entrepreneurship and leadership. The course covers contemporary models and concepts for describing and analysing corporate strategies and strategy formation and development. Moreover, key tools for strategic decision-making are introduced, thereby demonstrating how value is created by identifying strategic development opportunities. The course also presents major leadership theories and demonstrates how their application influences humans' action in organizations. Concepts, models, and theories presented throughout the course are critically reflected and limitations as well as risks of their application are highlighted.</p>
<b>Parole chiave</b>	<p>"Entrepreneurship"; "Corporate Leadership"; "Strategic Management"; "Organizational Behavior"; "Critical Management Epistemology"</p>
<b>Prerequisiti</b>	<p>Interest in the topic of 'entrepreneurship and leadership' as well as an interest in scientific methods of management research and management epistemology.</p>
<b>Insegnamenti propedeutici</b>	
<b>Modalità di insegnamento</b>	<p>Lectures in the form of classroom teaching, exercises on case studies (individual and in teams), presentations</p>
<b>Obbligo di frequenza</b>	-
<b>Obiettivi formativi specifici e risultati di apprendimento attesi</b>	<p>Knowledge and understanding</p> <p>of theories of corporate management</p> <p>the organisation of companies in different contexts</p> <p>organisation and management of human resources</p> <p>the interaction between different management functions</p> <p>the nature and purpose of the tourism, sports and events industry,</p>

	<p>its activities, business systems and the tools required to manage them</p> <p>the management of information flows, marketing and its functions in the consumer market (including behavioural sciences, market research, destination marketing)</p> <p>corporate strategies and basic business models</p> <p>the main strategic planning tools and their appropriate and contextualised application</p> <p>management theory and methods</p> <p>sustainable tourism management in an international context</p> <p>the current dynamics of international competition on the tourism market</p> <p>concepts, models and techniques for analysing current issues in sport</p> <p>the management of sport in an international context</p> <p>the particularities of the world of sport in order to improve the management of sport in today's society.</p> <p>Ability to apply knowledge and understanding</p> <p>different aspects of management theories to the service sector</p> <p>analyse internal and external business problems and offer possible solutions</p> <p>Human resource management in different organisational contexts</p> <p>Review the management of the organisation as individual functions and as a whole</p> <p>Distinguishing the roles and characteristics of the different players in the tourism, sports and events sector</p> <p>Utilising and consolidating available information and resources to identify the differences between the various management systems in the tourism and sport sector</p> <p>Determine the value of the different tourism and sport stakeholders and strategies and understand the impact on the performance of the different management systems</p> <p>Evaluate different digital marketing approaches</p> <p>Management principles for organisations of different sizes and in different contexts</p> <p>Industry analysis, competitive analysis and analysis of the business environment in different sectors</p> <p>Support in strategic and operational decision-making using basic planning tools and scenarios</p>
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	<p>Personnel development and leadership</p> <p>Creating a compelling soft skills offering for new initiatives</p> <p>Identification of potential talent in the market</p> <p>Support for operational and strategic business decisions in the field of sports infrastructure</p> <p>Sports infrastructure management</p> <p>Project management through the use of various event organisation and project management software</p> <p>Utilisation of local opportunities and resources in the international event market</p> <p>Communication in the tourism sector in intercultural working environments</p> <p>Segmentation of the sports market, targeting and product positioning</p> <p>Contributing to the development of marketing mix strategies and tools for marketing through sport and the commercialisation of sport</p> <p>Development and commercialisation of sponsorship proposals.</p> <p>Apply critical thinking in relation to current sports management practices, including the evaluation of sports market development.</p> <p>Making judgements</p> <p>Analyse and critically report on information, experience and data to make appropriate business decisions;</p> <p>Select the most appropriate quantitative and qualitative analytical tools to support decision making;</p> <p>find solutions by using logical reasoning and combining information and analytical tools</p> <p>Communication skills</p> <p>Achievement of this objective is assessed through written examinations, group work, assignments, presentation of case studies and projects and the final thesis.</p> <p>Learning skills</p> <p>the ability to seek out up-to-date information in order to keep abreast of changes in the service sector in general and in tourism, sports and event management in particular;</p> <p>the ability to analyse, critically appraise and integrate data, information and experience;</p>
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	the ability to develop possible solutions to problems in economic and operational areas relating to those work contexts that represent a possible career prospect for graduates.
<b>Obiettivi formativi specifici e risultati di apprendimento attesi (ulteriori info.)</b>	<p>Knowledge and understanding of</p> <ul style="list-style-type: none"> <li>- Entrepreneurial decision-making, corporate strategies, and business models</li> <li>- Strategic planning tools</li> <li>- Leadership theories and organizational behavior</li> <li>- Human resource management</li> <li>- Critical management epistemology</li> </ul> <p>Applying knowledge and understanding</p> <ul style="list-style-type: none"> <li>- Ability to analyse strategic challenges in companies</li> <li>- Ability to critically apply strategic management methods in companies</li> <li>- Ability to lead people in organizations</li> <li>- Ability to develop people in organizations</li> </ul> <p>Making judgment</p> <ul style="list-style-type: none"> <li>- Ability to evaluate the adequacy of theories for analysing strategic decisions in companies and to assess their effects</li> <li>- Ability to evaluate the adequacy and effectiveness of leadership theories in companies</li> </ul> <p>Communication skills</p> <ul style="list-style-type: none"> <li>- Ability to adequately and convincingly communicate key concepts and theories in the domain of "entrepreneurship" with peers</li> <li>- Ability to adequately and convincingly communicate key concepts and theories in the domain of "leadership" with peers</li> </ul> <p>Learning skills</p> <ul style="list-style-type: none"> <li>- Ability to independently seek connections to academic literature to extend the acquired knowledge on the heterogeneous topic of "Entrepreneurship and Leadership"</li> <li>- Develop a critical attitude to key concepts and theories in the domain of "Entrepreneurship and Leadership" by explicitly considering their ethical implications</li> </ul>
<b>Modalità di esame</b>	A) Attending students

	<ul style="list-style-type: none"> <li>- Written final exam (70%) Exam duration: 90 minutes</li> <li>- Group work and presentations (30%)</li> </ul> <p>B) Non-participating students</p> <ul style="list-style-type: none"> <li>- Written final exam (100%) Exam duration: 120 minutes</li> </ul> <p>Regular course attendance will be recorded by the course instructor (at least 50% attendance defines "attending students")</p>
<b>Criteri di valutazione</b>	<ul style="list-style-type: none"> <li>- Knowledge and understanding of texts (20%)</li> <li>- Ability to make connections between texts (5%)</li> <li>- Ability to apply knowledge (20%)</li> <li>- Independent judgment and critical thinking (30%)</li> <li>- Transfer of acquired knowledge to practical contexts (25%)</li> </ul>
<b>Bibliografia obbligatoria</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>- Robbins P. Stephen &amp; Judge A. Timothy (2021). <i>Essentials of Organizational Behavior</i>, 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> </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>Bibliografia facoltativa</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> <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> </ul>

	- Spillane, R. & Joullié, J-E. (2022). Overcoming Managerialism – Power, Authority and Rhetoric at Work, De Gruyter Business & Economics, New York.
<b>Altre informazioni</b>	Teaching materials, such as PowerPoint slides, required readings and further readings can be found in the Reserve Collection
<b>Obiettivi di Sviluppo Sostenibile (SDGs)</b>	Sconfiggere la povertà, Istruzione di qualità, Utilizzo responsabile delle risorse, Buona occupazione e crescita economica, Innovazione e infrastrutture, Parità di genere

## *Modulo del corso*

<b>Titolo della parte costituente del corso</b>	M-1 Management Strategico
<b>Codice insegnamento</b>	30176A
<b>Settore Scientifico-Disciplinare</b>	SECS-P/08
<b>Lingua</b>	Tedesco
<b>Docenti</b>	prof. Matthias Fuchs, Matthias.Fuchs@unibz.it <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>Assistente</b>	
<b>Semestre</b>	Primo semestre
<b>CFU</b>	6
<b>Docente responsabile</b>	
<b>Ore didattiche frontali</b>	36
<b>Ore di laboratorio</b>	-
<b>Ore di studio individuale</b>	-
<b>Ore di ricevimento previste</b>	18
<b>Sintesi contenuti</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 the following topics:</p> <ul style="list-style-type: none"> <li>- Concepts and major approaches of business strategies</li> <li>- Formation processes of business strategies</li> </ul>

	<ul style="list-style-type: none"> <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>Argomenti dell'insegnamento</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 delineated.</p>
<b>Modalità di insegnamento</b>	<p>Lectures in the form of classroom teaching, exercises on case studies (individual and in teams), presentations</p>
<b>Bibliografia obbligatoria</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>Bibliografia facoltativa</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>



## *Modulo del corso*

<b>Titolo della parte costituente del corso</b>	M-2 Comportamento organizzativo e Leadership
<b>Codice insegnamento</b>	30176B
<b>Settore Scientifico-Disciplinare</b>	SECS-P/10
<b>Lingua</b>	Tedesco
<b>Docenti</b>	prof. Matthias Fuchs, Matthias.Fuchs@unibz.it <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>Assistente</b>	
<b>Semestre</b>	Secondo semestre
<b>CFU</b>	6
<b>Docente responsabile</b>	
<b>Ore didattica frontale</b>	36
<b>Ore di laboratorio</b>	-
<b>Ore di studio individuale</b>	-
<b>Ore di ricevimento previste</b>	18
<b>Sintesi contenuti</b>	Course Module 2 (M2) is titled "Organisation Behaviour & Leadership" and covers below topics: <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>Argomenti dell'insegnamento</b>	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-
<b>Modalità di insegnamento</b>	Lectures in the form of classroom teaching, exercises on case studies (individual and in teams), presentations
<b>Bibliografia obbligatoria</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. <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> </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>Bibliografia facoltativa</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>