

## Syllabus

### Course description

<b>Course title</b>	Entrepreneurship and Leadership
<b>Course code</b>	30176
<b>Scientific sector</b>	SECS-P/08 – SECS-P/10
<b>Degree</b>	Tourism, Sport and Event Management
<b>Semester and academic year</b>	1 <sup>st</sup> and 2 <sup>nd</sup> Semester, 2020/2021
<b>Year</b>	2 <sup>nd</sup> study year
<b>Credits</b>	12
<b>Modular</b>	Yes

<b>Total lecturing hours</b>	72
<b>Total lab hours</b>	-
<b>Total exercise hours</b>	-
<b>Attendance</b>	suggested, but not required
<b>Prerequisites</b>	not foreseen
<b>Course page</b>	<a href="https://www.unibz.it/it/faculties/economics-management/bachelor-tourism-sport-event-management/course-offering/?academicYear=2020">https://www.unibz.it/it/faculties/economics-management/bachelor-tourism-sport-event-management/course-offering/?academicYear=2020</a>

<b>Specific educational objectives</b>	<p>The course refers to the typical educational activities and belongs to the scientific area of Business Administration.</p> <p><b>The modular course M1: Strategic Management:</b> This course provides a state-of-the art approach to fundamental concepts with strategic management. In this course, we take a managerial perspective and examine how companies today deal with the strategic, the organizational, the cultural and the decision-making processes to create and capture value from global operations.</p> <p><b>The modular course M2: Organizational Behaviour and Leadership:</b> The course provides a general overview of topics of organizational behavior 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 the completion of the course, the students will be able to better understand behavior within organizations.</p>
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<b>Module 1</b>	Strategic Management
<b>Lecturer</b>	Dr. Jacob Charles Barr Mail: <a href="mailto:JacobCharles.Barr@unibz.it">JacobCharles.Barr@unibz.it</a> Campus Bruneck-Brunico, 1 <sup>st</sup> Floor, Professors Room 1.08;

	<a href="https://www.unibz.it/it/faculties/economics-management/academic-staff/person/39984-jacob-charles-barr">https://www.unibz.it/it/faculties/economics-management/academic-staff/person/39984-jacob-charles-barr</a>
<b>Scientific sector of the lecturer</b>	SECS-P/08
<b>Teaching language</b>	English
<b>Office hours</b>	<a href="https://www.unibz.it/en/timetable/?department=26&amp;degree=13009%2C13134">https://www.unibz.it/en/timetable/?department=26&amp;degree=13009%2C13134</a>
<b>List of topics covered</b>	<p>Understanding strategy and strategic management            Business and revenue models            Analysis and positioning            Resource-led strategy            Strategy development            Strategic planning            Strategic growth issues            Failure, consolidation and recovery strategies            Strategy implementation and strategic management            Case studies in strategic management</p>
<b>Teaching format</b>	Frontal lectures, case exercises, team presentations
<b>Module 2</b>	Organizational Behaviour and Leadership
<b>Lecturer</b>	Prof. Marjaana Gunkel, Mail: <a href="mailto:Marjaana.Gunkel@unibz.it">Marjaana.Gunkel@unibz.it</a> , Campus Bruneck-Brunico, 1 <sup>st</sup> Floor, Professors Room <a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35342-marjaana-gunkel">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35342-marjaana-gunkel</a>
<b>Scientific sector of the lecturer</b>	SECS-P/10
<b>Teaching language</b>	English
<b>Office hours</b>	<a href="https://www.unibz.it/en/timetable/?department=26&amp;degree=13009%2C13134">https://www.unibz.it/en/timetable/?department=26&amp;degree=13009%2C13134</a>
<b>List of topics covered</b>	<ul style="list-style-type: none"> <li>• Basics of Organizational Behavior</li> <li>• Attitudes and Job Satisfaction</li> <li>• Emotions and Moods</li> <li>• Personality and Values</li> <li>• Individual Decision Making</li> <li>• Motivation</li> <li>• Group Behavior</li> <li>• Work Team</li> <li>• Communication</li> <li>• Leadership</li> <li>• Conflict and Negotiations</li> <li>• Organizational Structure</li> <li>• Organizational Culture</li> </ul>
<b>Teaching format</b>	Frontal lectures, case study work in teams, team presentations
<b>Learning outcomes</b>	<p><b><u>Knowledge and understanding</u></b>  <u>M1 – Strategic Management:</u></p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of decision making in management</li> </ul>

- Knowledge and understanding of enterprises' strategies and basic business models
- Knowledge and understanding of diverse industry structures, firm conduct and performance and their relevance for industries as well as individual companies
- Knowledge of principal strategic planning tools and their appropriate, context dependent use

**M2 – Leadership:**

- Knowledge and understanding of leadership theory and methods
- Knowledge and understanding of human resource management practices and their relevance in different structural/competitive settings
- Knowledge and understanding of industries, customers, and competitors in an entrepreneurial and new venture setting
- Knowledge and understanding industry analysis and venture opportunity assessment

**Applying knowledge and understanding**

**M1 – Strategic Management:**

- Ability to apply managerial principles to enterprises of different dimensions and in different settings
- Ability to conduct industry analyses, competitor analyses and business environment analyses in different industries
- Ability to provide support for strategic and operational decision making by using basic planning tools and scenarios
- Ability to evaluate strategic situations and competence to apply models and tools relevant for decision making under risk and uncertainty

**M2 – Leadership:**

- Ability to basically develop and lead human resources
- Ability to create a winning soft skill proposal for new ventures
- Ability to identify potential talent in the market place
- Ability to analyse diverse human resource management and team building approaches, as well as diverse structural configurations of the firm

**Making judgments**

**M1 – Strategic Management:**

- Ability to analyze business unit, corporate and functional strategies
- Ability to evaluate effectiveness of strategic planning

	<ul style="list-style-type: none"> <li>• Ability to evaluate effectiveness of strategic action</li> </ul> <p><b>M2 – Leadership:</b></p> <ul style="list-style-type: none"> <li>• Ability to assess differentiate leadership practises and their effectiveness in an organization</li> <li>• Ability to judge the performance of individuals in an organization</li> <li>• Ability to predict and understand individuals’ behaviour in organization and judge the consequences of the behaviour</li> </ul> <p><b><u>Communication skills</u></b></p> <p><b>M1 – Strategic Management:</b></p> <ul style="list-style-type: none"> <li>• Ability to communicate business unit, corporate and functional strategies</li> <li>• Ability to communicate effectiveness of strategic planning</li> <li>• Ability to communicate effectiveness of strategic action</li> </ul> <p><b>M2 – Leadership:</b></p> <ul style="list-style-type: none"> <li>• Ability to understand how to efficiently communicate within organizations</li> <li>• Ability to discuss topics of organizational behaviour and leadership in an academic manner</li> <li>• Ability to present topics of organizational behaviour and leadership</li> </ul> <p><b><u>Learning skills</u></b></p> <p><b>M1 – Strategic Management:</b></p> <ul style="list-style-type: none"> <li>• Ability to acquire knowledge about business unit, corporate and functional strategies</li> <li>• Ability to learn about effectiveness of strategic planning</li> <li>• Ability to assess effectiveness of strategic action</li> </ul> <p><b>M2 – Leadership:</b></p> <ul style="list-style-type: none"> <li>• Ability to autonomously extend the knowledge acquired during the course by searching and reading supporting scientific literature</li> <li>• Ability to apply leaned theoretical material to praxis related case studies</li> <li>• Ability to participate in problem based learning such as case study work</li> <li>• Ability to learn to think in alternatives and consider the consequences of each alternative</li> </ul>
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<b>Assessment</b>	<b>M1 – Strategic Management:</b>
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	<ul style="list-style-type: none"> <li>- Final written exam: 60% based on lecture contents</li> <li>- Expected Duration: 90 minutes</li> <li>- Project and group presentation: 40%</li> </ul> <p><u>M2 – Organizational Behaviour and Leadership:</u></p> <ul style="list-style-type: none"> <li>- Written and oral: written exam to test theoretical knowledge at the end of the course and oral group-presentations of case study work during the semester to test the application skills of the theoretical knowledge</li> <li>- Expected duration: 60 minutes</li> </ul> <p><u>B) Non attending students:</u></p> <p><u>M1 – Strategic Management:</u></p> <ul style="list-style-type: none"> <li>- Final written exam: 100% based on lecture materials</li> <li>- Expected duration: 120 minutes</li> </ul> <p><u>M2 – Organizational Behaviour and Leadership:</u></p> <ul style="list-style-type: none"> <li>- Written exam based on the text book and the lecture notes provided by the instructor.</li> <li>- Expected duration: 60 minutes</li> </ul>
<p><b>Assessment language</b></p>	<p>English</p>
<p><b>Evaluation criteria and criteria for awarding marks</b></p>	<p>The final mark of the module is an average of the parts M1 and M2; however, both parts must be passed.</p> <p><u>M1 – Strategic Management:</u> The final mark is a combination of the grade of the written exam (60%) and project report (40%).</p> <ul style="list-style-type: none"> <li>• relevant for assessment 1 (written exam): clarity of answers, ability to discuss the theoretical concepts in an academic manner, ability to summarize, evaluate, and establish relationships between topics;</li> <li>• relevant for assessment 2 (project work and group presentation): ability to apply theoretical knowledge, ability to work in a team, creativity, skills in critical thinking, ability to summarize in own words</li> </ul> <p><u>M2 – Organizational Behaviour and Leadership:</u> The final mark is a combination of the grade of the written exam (60%) and case study result presentations (40%).</p> <ul style="list-style-type: none"> <li>• relevant for assessment 1 (written exam): clarity of answers, ability to discuss the theoretical</li> </ul>

	<p>concepts in an academic manner, ability to summarize, evaluate, and establish relationships between topics;</p> <ul style="list-style-type: none"> <li>• relevant for assessment 2 (case study work): ability to apply theoretical knowledge, ability to work in a team, creativity, skills in critical thinking, ability to summarize in own words</li> </ul> <p><i>NOTE: Project work (case study work) and classroom contributions are valid for 1 academic year only and cannot be carried over beyond that time-frame.</i></p>
<p><b>Required readings</b></p>	<p><u>M1: Strategic management</u>          Gamble, J.; Peteraf, M.; Thompson, J. (2020). Essentials of Strategic Management: The Quest for Competitive Advantage, 7<sup>th</sup> Edition</p> <p><u>M2 – Organizational Behaviour and Leadership:</u>          Robbins S. P. &amp; Judge A. T. (2017). Essentials of Organizational Behavior, Global Edition, Pearson</p>
<p><b>Supplementary readings</b></p>	<p><u>M1: Strategic management</u>          supplementary readings recommended by the lecturer</p> <p>Kotler, P.; Berger, R; Bickhoff, N. (2010): The Quintessence of Strategic Management - What You Really Need to Know to Survive in Business, Springer (Library online resource)</p> <p><u>M2 – Organizational Behaviour and Leadership:</u>          supplementary readings recommended by the lecturer</p>