

## 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, 2024/2025
<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=2024">https://www.unibz.it/it/faculties/economics-management/bachelor-tourism-sport-event-management/course-offering/?academicYear=2024</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></p> <p>The course 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. From a point of view of content, the course analyses the strategy both as an outcome and as managerial process.</p> <p><b>The modular course M2: Organizational Behaviour and Leadership:</b> The course 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 the completion of the course, the students will be able to better understand behaviour within organizations.</p>
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<b>Module 1</b>	Strategic Management
<b>Lecturer</b>	Prof. Fuchs Matthias E-Mail <a href="mailto:matthias.fuchs@unibz.it">matthias.fuchs@unibz.it</a>

	Office Campus Bruneck-Brunico: BK NOI 3.10, 3 <sup>rd</sup> floor NOI Techpark Bruneck Europastraße 9 – via Europa 9, 39030 Bruneck-Brunico
<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><b>1. The business strategy. Approaches. Basic concepts. Problems.</b>            Contents: Strategy, objectives, vision, planning: definitions, common and distinctive elements according to contemporary approaches to strategic management.            Tools: Strategy as a tool for managing complexity.</p> <p><b>2. The formation of the strategy</b>            Contents: From strategy formulation to strategy formation. Deliberate and emergent strategies.            Tools: Plans. Business model. Business idea.</p> <p><b>3. Strategy, firm, and the environment</b>            Contents: Strategies such a conceptual interface between the firm and its external environment.            Tools: PESTEL model. SWOT analysis. Scenario planning.</p> <p><b>4. Competitive systems</b>            Contents: Sector analysis. Industry dynamics. Competitors and markets.            Tools: Analysis of the competitive forces. SWOT.</p> <p><b>5. Resources and competence</b>            Contents: Resources. Competence. Dynamic capabilities. Path dependencies.            Tools: VRIO Test. Value chain. Activity system.</p> <p><b>6. Business strategies and business models</b>            Contents: Generic competitive strategies. Interactive strategies.            Tools: Blue Ocean strategy canvas. Business model canvas.</p> <p><b>7. Entrepreneurship and innovation</b>            Contents: Opportunity recognition and firm development. Types of innovation. Innovation diffusion.            Tools: Innovation funnel. S-curves.</p> <p><b>8. Case studies in strategic management</b></p>
<b>Teaching format</b>	Frontal lectures, case exercises, team presentations.
<b>Module 2</b>	Organizational Behaviour and Leadership
<b>Lecturer</b>	Prof. Fuchs Matthias E-Mail <a href="mailto:matthias.fuchs@unibz.it">matthias.fuchs@unibz.it</a> Universitätsplatz 1 - piazza Università, 1 Bozen-Bolzano Italy 39100
<b>Scientific sector of the lecturer</b>	SECS-P/10
<b>Teaching language</b>	German

<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 Behaviour</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 Behaviour</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 & group discussions
<b>Learning outcomes</b>	<p><b><u>Knowledge and understanding</u></b></p> <p><b><u>M1 – Strategic Management:</u></b></p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of decision making in management.</li> <li>• Knowledge and understanding of enterprises’ strategies and basic business models.</li> <li>• Knowledge and understanding of diverse industry structures, firm conduct and performance and their relevance for industries as well as individual companies.</li> <li>• Knowledge of principal strategic planning tools and their appropriate, context dependent use</li> </ul> <p><b><u>M2 – Leadership:</u></b></p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of leadership theory and methods.</li> <li>• Knowledge and understanding of human resource management practices and their relevance in different structural/competitive settings.</li> <li>• Knowledge and understanding of industries, customers, and competitors in an entrepreneurial and new venture setting.</li> <li>• Knowledge and understanding industry analysis and venture opportunity assessment.</li> </ul> <p><b><u>Applying knowledge and understanding</u></b></p> <p><b><u>M1 – Strategic Management:</u></b></p> <ul style="list-style-type: none"> <li>• Ability to apply managerial principles to enterprises of different dimensions and in different settings.</li> <li>• Ability to conduct industry analyses, competitor analyses and business environment analyses in different industries.</li> <li>• Ability to provide support for strategic and operational decision making by using basic planning tools and scenarios.</li> </ul>

- 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.
- 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 evaluate appropriate models and tools to analyse the strategic decisions of specific firms.
- Ability to evaluate effectiveness of firm’s strategy and strategy formation.
- Ability to evaluate a firm’s environment and industry attractiveness.

M2 – Leadership:

- Ability to assess differentiate leadership practises and their effectiveness in an organization.
- Ability to judge the performance of individuals in an organization.
- Ability to predict and understand individuals’ behaviour in organization and judge the consequences of the behaviour.

**Communication skills**

M1 – Strategic Management:

- Ability to adequately communicate and use the key concepts and theory of the course.
- Ability to communicate and present the analysis of firms’ strategies consistently and convincingly.
- Ability to communicate and discuss with peers the application of strategy theory to specific business cases.

M2 – Leadership:

- Ability to understand how to efficiently communicate within organizations.
- Ability to discuss topics of organizational behaviour and leadership in an academic manner and with peers.
- Ability to present topics of organizational behaviour and leadership.

	<p><b><u>Learning skills</u></b></p> <p><b><u>M1 – Strategic Management:</u></b></p> <ul style="list-style-type: none"> <li>• Ability to establish links among the heterogeneous required readings in an autonomous and independent way.</li> <li>• Ability to apply critical thinking when approaching the analysis of firm’s strategies.</li> <li>• Ability to apply strategy formation theory to praxis related case studies.</li> <li>• Ability to recognize opportunities and develop business strategies.</li> </ul> <p><b><u>M2 – Leadership:</u></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 learned 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>	<p><b><u>M1 – Strategic Management:</u></b></p> <p><b><u>A) Attending students: Regular attendance will be recorded by the lecturer. At least 50% of attendance is required to qualify as attending student.</u></b></p> <p><b><u>Final written exam: 60% based on lecture contents.</u></b>  <b><u>Expected durations: 90 minutes.</u></b>  <b><u>Group presentations: 40%</u></b></p> <p><b><u>M2 – Organizational Behaviour and Leadership:</u></b></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>- Final written exam: 70%, group presentation: 30%</li> <li>- Expected duration of exam: 60 minutes</li> </ul> <p><b><u>B) Non attending students:</u></b></p>
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	<p><u>M1 – Strategic Management:</u>          (Students who will not attend at least 50% of the classes or will be unable to complete group work)</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 textbook and the lecture notes provided by the instructor.</li> <li>- Expected duration: 60 minutes.</li> </ul>
<p><b>Assessment language</b></p>	<p>GERMAN</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 group work (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 (group 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 (70%) and case study result presentations (30%).</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 (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 timeframe. To pass the class, the grade of the final exam must be positive.</i></p>

<p><b>Required readings</b></p>	<p><u>M1: Strategic management</u> Whittington, R.; Regnér, P.; Angwin, D.; Johnson, G. and Scholes, K. (2020). <i>Exploring Strategy</i>. 13<sup>th</sup> Edition, Pearson.</p> <p>Collins, J. C. &amp; Porras, J. I. (1996): Building your company's vision. <i>Harvard Business Review</i>, Sep-Oct.</p> <p>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-Mary-Boone.pdf">https://pablopernot.fr/pdf/Cynefin-Mary-Boone.pdf</a></p> <p><u>M2 – Organizational Behaviour and Leadership:</u> Robbins S. P. &amp; Judge A. T. (2022). <i>Essentials of Organizational Behaviour</i>, 15<sup>th</sup> Global Edition, Pearson</p>
<p><b>Supplementary readings</b></p>	<p><u>M1: Strategic management:</u> Supplementary readings recommended by the lecturer during the semester.</p> <p><u>M2 – Organizational Behaviour and Leadership:</u> supplementary readings recommended by the lecturer during the semester</p>

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## Syllabus

### Beschreibung der Lehrveranstaltung

<b>Titel der Lehrveranstaltung</b>	Unternehmensführung und Leadership
<b>Code der Lehrveranstaltung</b>	30176
<b>Wissenschaftlich-disziplinärer Bereich der Lehrveranstaltung</b>	SECS-P/08 – SECS-P/10
<b>Studiengang</b>	Tourismus, Sport, and Event Management
<b>Semester und akademisches Jahr</b>	1. und 2. Semester, 2024/2025
<b>Studienjahr</b>	2. Studienjahr
<b>Kreditpunkte</b>	12
<b>Modular</b>	JA

<b>Gesamtanzahl der Vorlesungsstunden</b>	72
<b>Gesamtzahl der Laboratoriumsstunden</b>	-
<b>Gesamtzahl der Übungsstunden</b>	-
<b>Anwesenheit</b>	die Teilnahme wird empfohlen, aber sie ist nicht Pflicht
<b>Voraussetzungen</b>	nicht vorgesehen
<b>Link zur Lehrveranstaltung</b>	<a href="https://www.unibz.it/it/faculties/economics-management/bachelor-tourism-sport-event-management/course-offering/?academicYear=2024">https://www.unibz.it/it/faculties/economics-management/bachelor-tourism-sport-event-management/course-offering/?academicYear=2024</a>

<b>Spezifische Bildungsziele</b>	<p>Der Kurs bezieht sich auf die typischen Bildungsaktivitäten und gehört zum wissenschaftlichen Bereich der Betriebswirtschaftslehre.</p> <p>Der modulare Kurs M1: Strategisches Management:</p> <p>Der Kurs führt die Studierenden in die Analyse des strategischen Verhaltens von Unternehmen ein. Die Thematik wird aus einer Prozessperspektive angegangen, wobei der Schwerpunkt auf den Entscheidungsprozessen liegt, die die Unternehmensstrategie prägen. Aus inhaltlicher Sicht analysiert der Kurs die Strategie sowohl als Ergebnis als auch als Managementprozess.</p> <p>Der modulare Kurs M2: Organizational Behaviour and Leadership: Der Kurs bietet einen allgemeinen Überblick über Themen des Organisationsverhaltens und der</p>
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	<p>Führung. Der Kurs vermittelt den Studierenden theoretische Kenntnisse über zeitgenössische Führungstheorien, die in Fallstudien auf reale Situationen angewendet werden, um einen Praxisbezug zu den erlernten Themen herzustellen. Nach Abschluss des Kurses werden die Studierenden in der Lage sein, das Verhalten in Organisationen besser zu verstehen.</p> <p>Übersetzt mit DeepL.com (kostenlose Version)</p>
<b>Modul 1</b>	
<b>Dozent</b>	<p>Prof. Fuchs Matthias  E-Mail <a href="mailto:matthias.fuchs@unibz.it">matthias.fuchs@unibz.it</a>  Office Campus Bruneck-Brunico: BK NOI 3.10, 3<sup>rd</sup> floor  NOI Techpark Bruneck Europastraße 9 – via Europa 9,  39030 Bruneck-Brunico</p>
<b>Wissenschaftlich-disziplinärer Bereich des Dozenten</b>	SECS-P/08
<b>Unterrichtssprache</b>	Deutsch
<b>Sprechzeiten</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>Auflistung der behandelten Themen</b>	
<b>Unterrichtsform</b>	Vorlesungen, Übungen, Laboratorien, Projekte, etc.
<b>Modul 2</b>	
<b>Dozent</b>	<p>Prof. Fuchs Matthias  E-Mail <a href="mailto:matthias.fuchs@unibz.it">matthias.fuchs@unibz.it</a></p>
<b>Wissenschaftlich disziplinärer Bereich des Dozenten</b>	SECS-P/10
<b>Unterrichtssprache</b>	Deutsch
<b>Sprechzeiten</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>Sprechzeiten</b>	
<b>Auflistung der behandelten Themen</b>	
<b>Unterrichtsform</b>	Vorlesungen, Übungen, Laboratorien, Projekte, etc.
<b>Art der Prüfung</b>	<p>Wie wird das Erreichen der erwarteten Lernergebnisse überprüft?  Bitte geben Sie die Art der Prüfung an und überprüfen Sie die Kohärenz mit den Dublin Descriptors</p> <p>Beispiele:</p> <ul style="list-style-type: none"> <li>• Schriftliche Prüfung und Projektarbeit: Schriftliche Prüfung mit Prüfungsfragen und schriftliche Gruppenarbeit</li> <li>• Schriftliche und mündliche Prüfung: Schriftliche Prüfung mit Übungen, schriftliche Prüfung mit</li> </ul>

	<p>“Transfer-Fragen” und mündliche Prüfung mit Prüfungsfragen</p> <ul style="list-style-type: none"> <li>• Schriftliche Prüfung und Laboratorium: schriftliche Prüfung mit Prüfungsfragen, Setting des Versuchs und Aufarbeitung der Erfahrungen</li> <li>• Mündliche Prüfung und Laboratorium: mündliche Prüfung mit Prüfungsfragen und “Transfer-Fragen” mit Aufarbeitung der Erfahrungen aus dem Laboratorium</li> <li>• ...</li> </ul> <p><b>-Please indicate</b> the different assessment modes for  <b><u>a) attending students</u></b>  <b><u>b) non-attending students</u></b></p> <p>OR: Please indicate if the assessment mode is the same for both attending and non-attending students.</p> <p><b>-Please add</b> the following note, in case you plan <b>PROJECT WORK AND CLASSROOM CONTRIBUTIONS</b>,:  <i>NOTE: Project work and classroom contributions are valid for 1 academic year and cannot be carried over beyond that time-frame.</i></p>
<p><b>Prüfungssprache</b></p>	<p>Deutsch</p>
<p><b>Bewertungskriterien und Kriterien für die Notenermittlung</b></p>	<p>Zulassung, Abschlussnote, Summe mehrerer Teilprüfungsleistungen, etc.</p> <p>Im Falle mehrerer Teilprüfungen: wie sind diese Teilprüfungen gewichtet? (z. B.: 20% mündliche Prüfung und 80% schriftliche Prüfung; 50% schriftliche Prüfung und 50% Laboratorium, ...)? Gibt es Schwellenwerte für die einzelnen Teilprüfungen?</p> <p>Beispiele zur Notenzuweisung:</p> <ul style="list-style-type: none"> <li>• Bei Prüfung 1 werden die Klarheit der Antworten, die Beherrschung der Sprache (auch im Zusammenhang mit der Unterrichtssprache), Synthesefähigkeit, das Urteilsvermögen und die Fähigkeit, Bezüge zu den behandelten Themen herzustellen, bewertet;</li> <li>• Bei Prüfung 2 werden die Fähigkeit zur Zusammenarbeit, Kreativität und kritisches Denken und die Synthesefähigkeit bewertet.</li> </ul> <p>etc.</p>
<p><b>Pfichtliteratur</b></p>	
<p><b>Weiterführende Literatur</b></p>	