**CORSO DI LAUREA MAGISTRALE IN MANAGEMENT DEL TURISMO (LM-77)**
**MASTER IN TOURISMUSMANAGEMENT (LM-77)**

## Contenuto degli insegnamenti
## Inhalt der Lehrveranstaltungen

| Primo anno / Erstes Jahr |
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**Managing Tourism Destinations**
- Destinations in the tourism system
- The role of resources and attractions in tourism destinations
- Destination Management Organisations: issues and challenges
- Destination competitiveness
- The development of sustainable tourism products
- Sustainable destination planning and policies

**Experiential Tourism Marketing**
- Tourist experience and experiential tourism marketing
- Experiential marketing for tourism destinations
- Designing and marketing experiential tourism attractions
- Co-creation, personalization and empowerment in experiential tourism marketing
- Experiential marketing as driver of sustainable tourism growth

**Research methods and experimental design**
- Data collection, survey experiments and questionnaire design
- Data types, data visualization and exploratory data analysis
- Parametric and non parametric statistical hypothesis tests
- Simple linear regression model and inferential aspects
- Multiple linear regression model and Analysis of variance (ANOVA)
- Statistical programming with R software

**Regional Development and Sustainability**

**Module 1: Regional economics and development**
- Analyze the role of space in determining individuals' and firms' location decisions.
- Understand the impact of infrastructure on regional development
- Understand the impact of environment on regional growth
- Analyze the effects of policies to promote urban and rural integration
- Analyze the effect of policies to promote an integration between the territory and tourism
- Analyze policies to increase attractiveness of a territory

**Module 2: Sustainable mobility**
- Analyze the impact of electrification on mobility
- Analyze the impact of automation (and autonomous vehicles) on mobility
- Analyze how perceptions of sustainable mobility affects tourism performances

- Analyze, from a normative economics standpoint, policies to improve sustainability in the mobility sector
- Analyze, from a positive economics standpoint, policies to improve sustainability in the mobility sector
- Analyze public opinion's attitudes towards sustainable mobility

**Regional Development and Digitalization**

**Module 1: Regional economics and development:**
- Analyze the role of space in determining individuals' and firms' location decisions.
- Understand the impact of infrastructure on regional development
- Understand the impact of environment on regional growth
- Analyze the effects of policies to promote urban and rural integration
- Analyze the effect of policies to promote an integration between the territory and tourism
- Analyze policies to increase attractiveness of a territory

**Module 2: Digital economics**
- Analyze the impact of artificial intelligence on intermediation
- Analyze digital platforms and their effects on tourism
- Analyze the sharing economy and its impact on tourism
- Provide a focus on some platforms, such as Air B&B
- Analyze how artificial intelligence affects pricing strategies
- Analyze how artificial intelligence affects horizontal and vertical differentiation strategies.

**Leadership and Human Resource Management in Tourism**
- Personnel planning in tourism organizations
- Recruitment and its specificities in the area of tourism
- Employee motivation
- Leadership
- Personnel development in tourism organizations
- Personnel Controlling

**Technological trends and AI in Tourism**
- An introduction to the notion of Artificial Intelligence
- The role of technologies and AI in the hospitality sector
- The role of technologies, AI, virtual and augmented reality in the tourist experience
- Technological trends in tourism intermediaries
- The role of recommender systems in tourism
- Technologies, virtual realities, and AI in tourism marketing
- Ethical issues around AI

**Secondo anno / Zweites Jahr**

**Smart Tourism Laboratory**
- Transforming destinations into smart destinations
- Smart cities and tourism
- Smart hotels
- Possible applications of technologies and AI in sustainable tourism development

**Thesis and Report Writing Skills**
- Theses and reports: differences, structures, purposes

- Academic writing styles
- Appropriate language
- In-text citations and reference lists

**Revenue Management and Corporate Finance in Tourism**

**Module 1: Revenue Management and Customer Profitability**
- Understanding new Business Models and the need to move from product- to customer-centric strategies
- Revenue management and yield management in the Hotel, Leisure and Travel Industries
- Understanding and applying the new customers' metrics: Customer Profitability, Customer Lifetime Value, Customer Equity
- Customer Analytics for Internal Decision-Making and Control
- Customer Equity for External Reporting and Valuation
- The Rising Impact of Visualization and Artificial Intelligence on Modeling Customer Data

**Module 2: Corporate Finance for Tourism Businesses**
- Asset Management Analysis for Tourism and Destination Enterprises
- From standard capital budgeting NPV to real option methodologies
- Valuation of ESG investments
- Restructuring: Asset sales and Break-ups
- Outside Debt Financing of Tourism and Destination Enterprises
- Negotiating Private Debt with Banks and Credit intermediaries
- Real estate leaseback
- Raising capital with Public Debt/Bond
- The role of Fintech and Shadow financial intermediaries
- Outside Equity Financing of Tourism and Destination Enterprises
- Raising Equity Capital (Dilution, Control, Taxes, Liquidity effects)
- Returning cash to shareholders: Dividends and other forms of payments
- Governance issues in Financing Tourism and Destination Enterprises

**Data Management and Analytics**
- Predictive analytics through regression and classification methods
- Clustering methods
- Dimension reduction methods
- Model validation and re-sampling
- Geospatial analytics and visualization of spatio-temporal data
- Data management and ethical issues related to big data

**Eno-gastronomic Tourism**
- Experience Economy Concepts
- Consumer Behavior in Wine, Gastronomy and Tourism
- Food and Wine Marketing
- Introduction to Data Analysis
- Applied Research Methods
- Research Project / Case Studies

**Economics of Sustainable Tourism**
- Concepts and Theories of Sustainability
- Indicators of Sustainability in Tourism
- Sustainability Research and Methods Applied to Tourism
- The Economic Dimension of Sustainability in Tourism
- Sustainability Issues: Over-Tourism, Mobility

**Trends and Issues in Tourism Management**
- Climate change and tourism
- Green consumer behaviour in tourism
- Crisis management in tourism
- Overtourism
- New forms of business tourism
- Tourism and wellbeing
- Disruptive innovations in tourism

**Managing Family Businesses in Tourism**
- Introduction to family business in tourism: resources, and economic and noneconomic goals
- Conceptual models, types and heterogeneity of family firms
- Managing leadership succession in family firms
- Innovation and technology management in family firms
- Managing agency and trust relationships in the family firms
- Professionalization, growth and family business governance

**Commercial Practice & Law in Tourism**
- Tourism enterprises as legal entities
- B2C contracts in tourism
- B2B contracts in tourism
- B2C and B2B online contracts
- Data privacy and protection

# Syllabus
# Course description

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|---|---|
| **Course title** | Smart Tourism Laboratory |
| **Course code** | 31007 |
| **Scientific sector** | SECS-P/08 |
| **Degree** | Master in Tourism Management |
| **Semester and academic year** | 1st Semester 2023/2024 |
| **Year** | 2nd study year |
| **Credits** | 9 |
| **Modular** | No |

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| **Total lecturing hours** | 54 |
| **Total lab hours** | |
| **Total exercise hours** | |
| **Attendance** | suggested, but not required |
| **Prerequisites** | not foreseen |
| **Course page** | https://www.unibz.it/en/faculties/economics-management/master-tourism-management/course-offering |

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| **Specific educational objectives** | The course refers to the typical educational activities and belongs to the scientific area of Business Administration.<br><br>The course is aimed at providing students with a good command of the smart solutions available to tourism businesses and destinations.<br>The course will enable students to develop the competence to apply the knowledge and skills acquired during the previous courses of the Master for the design, development, and implementation of smart solutions to real world cases in the tourism sector. |

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| **Lecturer** | Prof. Dr. Oswin Maurer, Mail: oswin.maurer@unibz.it, Campus Bruneck-Brunico, 1st Floor, Professors Room 1.06; https://www.unibz.it/en/faculties/economics-management/academic-staff/person/973-oswin-maurer |
| **Scientific sector of the lecturer** | SECS-P/08 |
| **Teaching language** | English (to be confirmed) |
| **Office hours** | https://www.unibz.it/en/timetable/?department=26&degree=13009%2C13134 |
| **Lecturing assistant** | - |
| **Teaching assistant** | - |
| **Office hours** | - |

| List of topics covered | • Applications of technologies and AI in sustainable tourism development<br>• Transforming destinations into smart destinations<br>• Smart cities and tourism<br>• Smart hotels |
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| Teaching format | Frontal lectures, exercises, labs, and projects |

| Learning outcomes | The learning outcomes need to refer to the Dublin Descriptors:<br><br>Knowledge and understanding<br>Upon the successful completion of the course, students will have acquired the following knowledge and understanding:<br>• sustainable tourism development systems and the opportunities offered by new technologies<br>• models and tools for the management of smart tourism destinations, businesses, and associations<br>• The opportunities offered by the digital transition in retrieving the information necessary to understand the consumer and simultaneously manage and stimulate sustainable behaviour.<br><br>Applying knowledge and understanding<br>• during the course, students will apply the theories studied in the previous semesters by proposing possible solutions for further development of the companies / destinations under analysis<br>• students will be able to propose answers to business problems through an interdisciplinary and interpretative vision, adding value to what is the simple transposition of models studied in theory<br>• students will be exposed to case studies and will have the opportunity to come into contact with companies operating in the tourism sector on an international scale<br>• by working on business cases and coming into contact with companies in the tourism sector (tourist destinations, intermediaries, attractions, hotels and the like), students will be exposed to existing data, which they will learn to analyze in order to make informed business decisions.<br><br>Making judgments<br>Upon the successful completion of the course, students will have:<br>• acquired the ability to select data and use appropriate information in the digital transition of |
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| | tourism company for the development of sustainable solutions<br>• acquired the ability to relate models and empirical evidence in the study of tourism companies, associations, consortia and tourist destinations.<br><br>Communication skills<br>Students will learn to communicate and present smart solutions in a clear way to tourism businesses and destinations – something that might prove very useful in particular to those pursuing a managerial and consulting career.<br><br>Learning skills<br>During the course, students will learn to:<br>• identify thematic links and to establish relationships between different cases and contexts of analysis, in particular between new technologies and sustainability<br>• frame new problems in a systematic way and to generate appropriate taxonomies. |

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| **Assessment** | The form and quantity of ssessment will be advised short before the start of the semester.<br><br>The assessment will include a mix of project work and written exam. |
| **Assessment language** | English (to be confirmed) |
| **Evaluation criteria and criteria for awarding marks** | • Project work 40%<br>• Exam 60% |

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| **Required readings** | Required readings will be uploaded on Reserve Collection. |
| **Supplementary readings** | Supplementary readings will be uploaded on Reserve Collection or distributed in class. |

# Syllabus
## Course description

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|---|---|
| **Course title** | Revenue Management and Corporate Finance in Tourism |
| **Course code** | 31009 |
| **Scientific sector** | SECS-P/07 and SECS-P/09 |
| **Degree** | Master in Tourism Management |
| **Semester and academic year** | 1st and 2nd Semester 2023/2024 |
| **Year** | 2nd study year |
| **Credits** | 12 |
| **Modular** | YES |

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| **Total lecturing hours** | 72<br>Module 1: 36 Lecturing hours<br>Prof. Massimiliano Bonacchi<br><br>Module 2: 36 Lecturing hours<br>To be defined<br><br>Course responsible: Prof. Massimiliano Bonacchi |
| **Total lab hours** | - |
| **Total exercise hours** | - |
| **Attendance** | Although course attendance is not compulsory, it is highly recommended for all sessions. |
| **Prerequisites** | Not foreseen |
| **Course page** | https://www.unibz.it/en/faculties/economics-management/master-tourism-management/course-offering |

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| **Specific educational objectives** | The course refers to the typical educational activities and belongs to the scientific area of Economics.<br><br>**Module 1:**<br>The module integrates managerial and financial accounting and control techniques in revenue management and customer profitability. Revenue management can be defined as "the art and science of selling the right product to the right customer at the right time for the right price". The module focuses on preparing, evaluating, and interpreting financial and non-financial information for revenue management, external reporting, and valuation of customer profitability in the in the Hospitality, Tourism and Destination Enterprises.<br><br>**Module 2:**<br>The module is designed to provide an advanced background to capital structure, capital raising transactions, and investments.<br>The module focuses on understanding, evaluating, and interpreting financial instruments used to raise corporate |

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| | financing, financial options for asset management analysis, and the relative effects on governance issues for Hospitality, Tourism and Destination Enterprises. |

| **Module 1** | Revenue Management and Customer Profitability |
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| **Lecturer** | Prof. Massimiliano Bonacchi, Massimiliano.Bonacchi@unibz.it, Campus Bozen/Bolzano, BZ E.5.12A https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35968-massimiliano-bonacchi |
| **Scientific sector of the lecturer** | SECS-P/07 |
| **Teaching language** | German (to be confirmed) |
| **Office hours** | https://www.unibz.it/en/timetable/?department=26&degree=13009%2C13134 |
| **List of topics covered** | Topics covered in M1 include: <br>• New Business Models and the need to move from product to customer-centric strategies <br>• Revenue management and yield management in the Hospitality, Tourism and Destination Enterprises. <br>• Understanding the new customers' metrics: Customer Profitability, Customer Lifetime Value, Customer Equity. <br>• Customer analytics for internal decision-making and control <br>• Customer Equity for external reporting and valuation <br>• The rising impact of Artificial Intelligence on modeling customer data in the Hospitality, Tourism and Destination Enterprises. |
| **Teaching format** | The module combines in-class explanation of the background material, problem-solving and case discussions. Presentations and interactive discussions are the main teaching methods used in this course. <br><br>Students are expected to participate actively in class work, which will give them the opportunity to apply theoretical concepts to realistic business-related situations. |

| **Module 2** | Corporate Finance for Tourism Businesses |
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| **Lecturer** | To be defined |
| **Scientific sector of the lecturer** | SECS-P/09 |
| **Teaching language** | English (to be confirmed) |
| **Office hours** | https://www.unibz.it/en/timetable/?department=26&degree=13009%2C13134 |
| **List of topics covered** | 1) Asset Management Analysis for Tourism and Destination Enterprises <br>• From standard capital budgeting NPV to real option methodologies |

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| | • Valuation of ESG investments<br>• Restructuring: Asset sales and Break-ups<br>2) Outside Debt Financing of Tourism and Destination Enterprises<br>   • Negotiating Private Debt with Banks and Credit intermediaries<br>   • Real estate leaseback<br>   • Raising capital with Public Debt/Bond<br>   • The role of Fintech and Shadow financial intermediaries<br>3) Outside Equity Financing of Tourism and Destination Enterprises<br>   • Raising Equity Capital (Dilution, Control, Taxes, Liquidity effects)<br>   • Returning cash to shareholders: Dividends and other forms of payments<br>4) Governance issues in Financing Tourism and Destination Enterprises |
| **Teaching format** | The module combines in-class explanation of the background material, problem-solving and case discussions. Presentations and interactive discussions are the main teaching methods used in this course.<br><br>Students are expected to participate actively in class work, which will give them the opportunity to apply theoretical concepts to realistic business-related situations. |

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| **Learning outcomes** | The learning outcomes of <u>M1 Revenue Management and Customer Profitability</u> are the following.<br><br><u>Knowledge and understanding:</u><br>• Knowledge and understanding of the economic and accounting principles pertinent to revenue and profit management.<br>• Knowledge and understanding of managerial dilemma´s related to customer profitability.<br><br><u>Applying knowledge and understanding:</u><br>• Ability to apply advanced management and financial accounting concepts and techniques in Hospitality, Tourism and Destination Enterprises.<br>• Ability to integrate financial information with non-financial information to effectively support managerial decision-making and external reporting of customer profitability in the Hospitality, Tourism and Destination Enterprises.<br>• Ability to apply economic and principles of demand and supply to revenue management in Hospitality, Tourism and Destination Enterprises, addressing sources of |

revenue, inventory control, pricing decisions, customer relationships.

Making judgments:
- Evaluate and analyze revenue improvement opportunities where capacity or prices can be changed to better match supply with demand.
- Ability to search for, evaluate and suggest appropriate analytical frameworks to diagnose and formulate tactical pricing decisions to sell the right product/service, to the right customer, at the right price, through the right channel, and at the right time.

Communication skills:
- Preparation and analysis of managerial reports that help forecasting demand, segmenting customers, and allocating capacity or customizing price offers to each distinct customer segment such that the firm's profits are maximized.
- Ability to present in oral and written form an analysis of business solutions in response to specific issues related to revenue management and customer profitability.

Learning skills:
- Ability to analyse complex business settings and apply appropriate problem solving, computational and communication skills.

The learning outcomes of <u>M2 Corporate Finance for Tourism Businesses</u> have *to be defined.*

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| **Assessment** | For students that actively engage in course activities, the course (M1 + M2) evaluation is based on a combination of:<br>- Presentation of problems and case studies in small groups<br>- Final Exam: combination of multiple choice and essay questions<br><br>These assessments are intended to gauge how well students understand the material covered throughout the course (comprehension) and the interconnections (integration) among various topics.<br><br>The case studies measure the student's ability to search for the relevant economic information that apply to a specific business problem, stimulate them to analyse the problem and provide managerial recommendations to address it. Presentations allow the discussion of the solutions suggested in an interactive way. |

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| | Project work and classroom contributions are valid for 1 academic year and cannot be carried over beyond that timeframe. |
| **Assessment language** | German and English (to be confirmed) |
| **Evaluation criteria and criteria for awarding marks** | Attending students that actively engage in course activities can combine:<br>• Presentation of case studies in small groups<br>• Separate Final Exam (combination of multiple choice and essay questions) of both modules<br><br>Non-attending students:<br>• Separate Final Exam (combination of multiple choice and essay questions) of both modules: 100%<br><br>Students must pass the Final Exam of both modules to have a passing grade in the course. |
| **Required readings** | The detailed list of required course readings and learning material is announced by the beginning of the course. |
| **Supplementary readings** | - |

# Syllabus
# Course description

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| **Course title** | Enogastronomic Tourism |
| **Course code** | 31011 |
| **Scientific sector** | AGR/01 |
| **Degree** | Master in Tourism Management |
| **Semester and academic year** | 1st Semester 2023/2024 |
| **Year** | 2nd study year |
| **Credits** | 6 |
| **Modular** | No |

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| **Total lecturing hours** | 36 |
| **Total lab hours** | - |
| **Total exercise hours** | - |
| **Attendance** | suggested, but not required |
| **Prerequisites** | not foreseen |
| **Course page** | https://www.unibz.it/en/faculties/economics-management/master-tourism-management/course-offering |

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| **Specific educational objectives** | The course refers to the complementary educational activities chosen by the student.<br><br>The course refers to the typical educational activities and belongs to the scientific area of Business Administration. The objective of the course is to teach specific knowledge on the subject, general scientific methods and content as well as acquiring specific job-related competences.<br><br>The course content is structured as follows: Theoretical basics; Geographical Indications and regional branding; relevance of regional; research approaches and examples from wine tourism; theory and statistical analysis of empirical data; excursion on culinary and wine tourism; course project with application of statistical methods for data analysis. |

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| **Lecturer** | Dr. Isabel Schäufele- Elbers, IsabelMarie.SchaeufeleElbers@unibz.it, Campus Bruneck-Brunico, 1st Floor, Office 1.08 https://www.unibz.it/en/faculties/economics-management/academic-staff/person/46591-isabel-schaeufele-elbers |
| **Scientific sector of the lecturer** | AGR/01 |
| **Teaching language** | German (to be confirmed) |

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| **Office hours** | https://www.unibz.it/en/timetable/?department=26&degree=13009%2C13134 |
| **Lecturing assistant** | - |
| **Teaching assistant** | - |
| **Office hours** | - |
| **List of topics covered** | <ul><li>Consumer behavior in food and wine</li><li>Gastronomy and Tourism</li><li>Food and Wine Marketing</li><li>Introduction to Data Analysis</li><li>Applied Research Methods</li><li>Research Project on consumer behaviour in gastronomy and wine tourism</li></ul> |
| **Teaching format** | Frontal lectures, exercises, student project |

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| **Learning outcomes** | Knowledge and understanding:<br>- Theoretical foundations of food and wine tourism.<br>- Relevance of local products for tourism and tourism development<br>- The importance of local products, gastronomy and wine in decisions related to visitor demand<br>- Social and economic factors in the development of local product markets and tourist experiences<br>- Economic importance of local value chains<br>- Importance of local food and wine in destination development concepts<br>- Research approaches and examples related to wine and culinary tourism<br><br>Applying knowledge and understanding:<br>- apply and interpret theoretical concepts and relevant empirical analyses and their results within a given context<br>- formulate relevant hypotheses and research questions in order to determine consumers' behaviour related to gastronomy and wine tourism<br>- collecting empirical data through consumer surveys and using them as a base for quantitative and analyses<br><br>Making Judgments:<br>The ability to critically assess and evaluate<br>-existing research in particular with respect to their applicability in practice<br>-relevant instruments intended to promote gastronomy and wine tourism in particular with respect to their effectiveness<br>-data collectability and measurability issues when designing a survey<br><br>Communication:<br>The communication of knowledge, empirical methods of analysis and research results with respect to gastronomy and wine tourism |

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| | Learning Skills:<br>Ability to link theoretical concepts and empirical results. Interpret and relate research questions and available literature research. Ability to autonomously extend the knowledge acquired during the course (lecture, term project) by reading and understanding related scientific research and analysis. |

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| **Assessment** | A) Attending Students:<br><br>- Written examination: 60 %<br>- Project work: 40 %<br><br><br>The project work is the design of a consumer study (survey design, data collection, data analysis). The project work consists of a 10-page seminar paper and an oral presentation. The project work is carried out as group work.<br><br>The 15-minute presentation of the seminar paper will take place during the lectures.<br><br>The 5-page seminar paper must be submitted at least three days before the oral presentation.<br><br><br>B) Non-attending students:<br><br>Same as for attending students.<br><br>NOTE: Project work is valid for 1 academic year and cannot be carried over beyond that time-frame for both attending and non-attending students. |
| **Assessment language** | German (to be confirmed) |
| **Evaluation criteria and criteria for awarding marks** | All students enrolled in the course are admitted to the standard assessment described below.<br><br>Relevant for the written exam: clarity of answers, mastery of terminology related to the course, ability to summarize, evaluate, and establish relationships between topics.<br><br>Relevant for project work (seminar paper and oral presentation): scientific working skills, ability to search and read scientific articles, scientific writing and presentation skills, skills in critical thinking.<br><br>The outline of the seminar paper is as follows:<br>Introduction with a short presentation and analysis of the results, critical examination of the research approach and |

| | results obtained, evaluation of relevant additional references, synthesis and conclusions.<br><br>ATTENTION: The seminar paper has to be written according to scientific standards and all sources have to be cited. Afterwards the paper is checked with the software TURNITIN. Unauthorized use of sources will be considered an attempt to cheat and will be subject to the sanctions provided for by the examination regulations. |
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| **Required readings** | t.b.a. |
| **Supplementary readings** | t.b.a. |

# Syllabus
## Course description

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|---|---|
| **Course title** | Trends and Issues in Tourism Management |
| **Course code** | 31013 |
| **Scientific sector** | SECS-P/08 |
| **Degree** | Master in Tourism Management |
| **Semester and academic year** | 2nd Semester 2023/2024 |
| **Year** | 2nd study year |
| **Credits** | 6 |
| **Modular** | No |

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| **Total lecturing hours** | 36 |
| **Total lab hours** | - |
| **Total exercise hours** | - |
| **Attendance** | suggested, but not required |
| **Prerequisites** | not foreseen |
| **Course page** | https://www.unibz.it/en/faculties/economics-management/master-tourism-management/course-offering |

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| **Specific educational objectives** | The course refers to the typical educational activities chosen by the student and belongs to the scientific area of Business Administration.<br><br>The aim of the course is to provide students with concepts, models and techniques to analyse economic and noneconomic factors necessary to identify and evaluate the current trends and issues affecting the tourism sector. It applies management and marketing theories with the aim to evaluate complex business problems and formulate strategies for tourism businesses and destinations to face current issues and take advantage of the latest trends. |

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| **Lecturer** | Dr. Sylvia Veronique Hubner<br>SylviaVeronique.Hubner@unibz.it, Campus Bozen/Bolzano, Office I3.07<br>https://www.unibz.it/en/faculties/economics-management/academic-staff/person/44368-sylvia-veronique-hubner |
| **Scientific sector of the lecturer** | SECS-P/08 |
| **Teaching language** | German (to be confirmed) |

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| **Office hours** | https://www.unibz.it/en/timetable/?department=26&degree=13009%2C13134 |
| **Lecturing assistant** | - |
| **Teaching assistant** | - |
| **Office hours** | - |
| **List of topics covered** | • Climate change and tourism<br>• Green consumer behaviour in tourism<br>• Crisis management in tourism<br>• Overtourism<br>• New forms of business tourism<br>• Tourism and wellbeing<br>• Disruptive innovations in tourism |
| **Teaching format** | Frontal lectures with intensive interaction |

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| **Learning outcomes** | Knowledge and understanding:<br>• Knowledge and understanding of concepts, models and techniques to exploit market opportunities in tourism according to the latest trends<br>• Knowledge and understanding of current trends and issues in the development of sustainable tourism<br>• Knowledge and understanding of current and new formats relevant for competitiveness of tourism businesses and destination.<br><br>Applying knowledge and understanding:<br>• Ability to recognize the major current issues and latest trends shaping the tourism sector.<br>• Ability to apply theories and models to formulate strategies for tourism businesses and destinations to face current issues and take advantage of the latest trends. Ability to recognize and apply effective strategies, tools and practices to establish collaboration among tourism stakeholders for the development of smart tourism.<br><br>Making judgments:<br>• Acquire the ability to gather and interpret relevant data to forecast change in the global tourism environment and to make judgments for successful strategies<br>• Making judgments on the competitiveness of tourism destinations and firms in a dynamic environment<br>• Have the ability to integrate knowledge and handle complexity for formulating decisions about the impact of global environmental and digital factors on the international tourism market and the market opportunities that may arise. |

Communication skills:
- Communication skills to present in a consistent and convincing way the development of competitive and sustainable strategies for tourism firms and destinations
- Communicate information, ideas, problems and solutions related to the identification and exploitation of market opportunities in tourism.

Learning skills:
- Ability to establish interdisciplinary understanding and links among the heterogeneous required readings about management and marketing trends and issues in an autonomous and independent way
- Ability to apply a historical approach to contextualize, interpret and forecast the (future) evolution of the tourism market.

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| **Assessment** | The form and quantity of assessment will be advised short before the start of the semester.<br><br>The assessment will include a mix of project work and written exam. |
| **Assessment language** | German (to be confirmed) |
| **Evaluation criteria and criteria for awarding marks** | Students will be evaluated based on the clarity of the answers given, the mastery of technical language, ability to summarize, evaluate, and establish relationships between topics, skills in critical thinking, ability to summarize in own words. |

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| **Required readings** | Academic papers uploaded on Reserve Collection by the professor. |
| **Supplementary readings** | Case studies and other academic papers distributed in class and/or uploaded on Reserve Collection. |

# Syllabus
# Course description

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|---|---|
| **Course title** | Managing Family Businesses in Tourism |
| **Course code** | 31014 |
| **Scientific sector** | SECS-P/08 |
| **Degree** | Master in Tourism Management |
| **Semester and academic year** | 2nd Semester 2023/2024 |
| **Year** | 2nd study year |
| **Credits** | 6 |
| **Modular** | No |

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| **Total lecturing hours** | 36 |
| **Total lab hours** | - |
| **Total exercise hours** | - |
| **Attendance** | Highly reccommended, but not required |
| **Prerequisites** | not foreseen |
| **Course page** | https://www.unibz.it/en/faculties/economics-management/master-tourism-management/course-offering |

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| **Specific educational objectives** | The course refers to the typical educational activities chosen by the student and belongs to the scientific area of Business Administration. Being naturally multidisciplinary, it draws on a wide range of management disciplines.<br><br>Family businesses are the most prevalent form of business organization in global tourism. Family involvement causes family businesses to have unique organisational goals, structures and resources that eventually create distinctive management challenges for owners and managers. The family is an important source of competitive advantage for many firms, on the other hand it may cause serious dysfunctions in the business. For these reasons, family businesses require distinctive strategies and managerial practices in order to achieve success.<br>What is more, international figures show that only a marginal number of family enterprises survives generational transitions. How can family enterprises achieve a match between internal organizational capabilities and external environmental conditions that facilitates improved performance, potentially across generations?<br><br>This course provides students with theoretical frameworks and practical tools to build an enlightened understanding |

of how to work entrepreneurially and professionally, in and with family firms, and effectively manage the unique challenges and dilemmas faced by family enterprises in the tourism sector and beyond. Topics covered include family business governance, strategic management, family-driven innovation and entrepreneurial management, leadership succession, family-centred goals and goal setting processes, lifecycles and temporal family dynamics, professionalization and stakeholder management.

This course will be beneficial to those students who are members of a family with established business interests, will likely find themselves working for a family-owned firm, and/or might be associated with such organizations in a professional capacity through such roles as consultant, accountant, lawyer, banker or even researcher.

The course includes guest lectures from local, national and international family business leaders, consultants and experts, consistent with the practice-oriented nature of this course and the goal of the Unibz Centre for Family Business Management to foster interactions and connections between the students and the surrounding business and entrepreneurial community.

| Lecturer | Dr. Paola Rovelli Paola.Rovelli@unibz.it, Campus Bozen/Bolzano https://www.unibz.it/en/faculties/economics-management/academic-staff/person/38337-paola-rovelli |
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| **Scientific sector of the lecturer** | SECS-P/08 |
| **Teaching language** | English (to be confirmed) |
| **Office hours** | https://www.unibz.it/en/timetable/?department=26&degree=13009%2C13134 |
| **Lecturing assistant** | - |
| **Teaching assistant** | - |
| **Office hours** | - |
| **List of topics covered** | <ul><li>Introduction to family business in tourism: resources, and economic and noneconomic goals</li><li>Conceptual models, types and heterogeneity of family firms</li><li>Managing leadership succession in family firms</li><li>Innovation and technology management in family firms</li><li>Managing agency and trust relationships in the family firms</li></ul>Professionalization, growth and family business governance |

| Teaching format | Frontal lectures, guest speeches from industry experts, in-class discussions, case studies and projects. The case studies are discussed in class and students will receive an assessment for each case study discussion. |
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| Learning outcomes | Knowledge and understanding <br> • Appreciate and understand the role of families in enterprises <br> • Understand the unique strategic and managerial challenges for family enterprises <br> • Understand theoretical concepts related to family enterprises <br><br> Applying knowledge and understanding <br> • Assess the role of families for creating and sustaining competitive advantage and disadvantages <br> • Critically evaluate strengths and weaknesses of family enterprises in context <br> • Understand key dimensions of family influence and their organizational implications <br><br> Making judgments <br> • Make judgements about the distinctive organisational and managerial implications of family influence on business enterprises <br> • Critically appraise alternative approaches to managing family enterprises <br> • Evaluate the advantages and disadvantages of family enterprises <br><br> Communication skills <br> • Develop communication skills for presenting and discussing family business case studies <br><br> Learning skills <br> • Identify critical issues in family enterprises and find organizational solutions <br> • Systematically choose between different routes of action in the family enterprise <br> • Create and evaluate concepts related to family enterprises |
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| Assessment | • Written and oral: written exam with review questions, in-class oral project work presentation (analysis of a family business case) and discussions <br> • Project work done in groups or, for non-attending students, individually <br><br> *NOTE: Project work are valid for 1 academic year and cannot be carried over beyond that time-frame* |
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| **Assessment language** | English (to be confirmed) |

| Evaluation criteria and criteria for awarding marks | 60% Written exam<br>30% Project work presentations<br>10% In-class discussions<br><br>The written exam consists of review questions or written critical assessments of family business issues.<br>The project work consists of the analysis and discussion of a family business case. Cases will be assigned by the lecturer and presented during some of the lectures. The presentations are expected to be based on theoretical concepts covered in class and the extant literature and should address the questions, educational goals and learning outcomes attached to each case study.<br>In-class discussions refer to presentation of case studies by other students as well as interaction with guest speakers from the business community.<br><br>It is relevant for written exam: clarity of answers based on the knowledge provided in readings, text books, slides and information provided by practitioners, ability to summarize, evaluate, and establish relationships between topics, ability to critically analyse family business issues.<br>It is relevant for project work: ability to work in a team, creativity, skills in critical thinking, ability to summarize in own words and presentation skills. |
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| Required readings | Recommended texts and notes will be provided at the end of each lecture and included in the lecture slides. Moreover, a list of selected resources for family business education in the form of books, movies, magazines, and teaching cases will be made available in the initial lecture.<br>Course material will be made available through the course page on Reserve Collection. |
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| Supplementary readings | Supplementary readings will be distributed and recommended to the students. The suggested reading will be regularly updated. |