

Study Manifesto

MASTER 1st LEVEL IN Hospitality Management - EMHM (Executive Master)

2018/19 Academic year

Course outline

Faculty	Economics and Management (Free University of Bozen-Bolzano Bruneck-Brunico)
Length	1,5 years (16 months)
Credit points	60 (based on the European Credit Transfer System)
Language used in teaching	English
Admission	See "Admission requirements" (page 4)
Language requirements	language proficiency in English (level B2)
Study places	Min. no. = 13; max. no. = 25
Selection procedure	Academic qualification, other evaluable titles and interview
Application deadline	18 January 2019
Enrolment deadline	25 February 2019
Tuition fees	11.161,50 Euro (included the provincial tax for the right to study and the revenue stamp)
Classes start	March 2019 – June 2020

subject to change

THE MASTER

Hospitality Management (EMHM) is a postgraduate Master programme targeted towards tourism sector professionals with certain experience levels in hospitality and hotel management. It is designed to further develop their managerial capability and it gives participants a solid foundation in management along with in-depth knowledge of the hospitality industry, necessary to manage positions of responsibility in a variety of hospitality and tourism sectors. The programme aims to provide for:

- a high quality and internationally competitive education and training opportunity for individuals, businesses and organisations requiring specialized post graduate education and training;
- an intensive exchange of knowledge, experiences, skills and competences between academics, practitioners, experts and the respective participants in the programme (methods and theories, application and implementation, development);
- an institutional platform for the development and exchange of knowledge and skills between tourism and hospitality organizations and the university;
- a basis for the development of new knowledge, competences and skills needed in tourism businesses in a local, regional and internationally competitive environment;
- knowledge and skills development for small and medium sized enterprises operating in the tourism industries;
- a contribution to regional sustainable development by educating graduates who may seek a career in SME's and/or in the region;
- the improvement of strategies and practices in businesses and the competitive position of an industry that is subject to fast and radical changes on the demand and supply side, with regard to enablers/intermediaries, channel and communication structures and strategies.

Students of this master will

- improve their understanding of business and management at the operational and strategic level;
- gain a deep understanding of how current and evolving economic and societal developments may affect a business, its overall performance and its future sustainability;
- develop strategic management skills and competencies based on strategic thought processes, including an international perspective and best practice approaches;
- acquire advanced managerial competencies in a transversal and cross-functional manner
- learn the latest corporate and functional management techniques available with an emphasis on tools that link skills to the business environment;
- sharpen those key abilities needed to work cross-culturally to strengthen organizational and corporate culture;
- gain insight into working solutions in addition to theoretical models, offering effective technical and operational tools directly applicable at work;
- be encouraged to apply a proactive approach to work and to improve integration and teamwork by broadening practical competencies and working tools, by providing for new insights through the exchange of experiences and ideas with instructors, industry leaders and other participants in the programme;
- gain insight into industry and company strategies in order to develop the leadership and management skills required in today's industry setting in order to improve their individual career perspectives, as well as the conduct and performance of businesses.

Structure and Teaching load

The Master starts in March 2019 and ends in May 2020. It is based on a mixed model, which suits the needs of freelancers, executive managers and personnel of companies.

In total, the programme includes 10 weeks of teaching and about 10 days of exams and thesis presentation totaling 60 credit points.

The Master includes a total of 50 days (400 hours) of teaching and about 10 days (80 hours) of exams and thesis presentation.

Contents

There are three main topic areas:

- Organizational Behaviour and Human Resource Management (OBHR)
- Strategic and Marketing Management (SMM)
- Decision, Financial and Operations Management (FM)

Teaching staff

The teaching staff includes international lecturers, coming both from academia and from the professional world, with extensive experience in this sector.

Fixed intake

For the 2018/19 academic year, the minimum number of enrolled students to activate the programme is 13.

The maximum number is 25.

In addition, each module of the Master can be attended by a maximum of 20 external participants. For more information please see page 7.

Requirements for graduation

Participants must:

- have attended the programme and passed the final exam;
- attend at least 70% of lectures, exercises and seminars and be admitted to the final exam;
- discuss their dissertation.

At the conclusion of the Master programme, the participants with a University degree will be awarded a University diploma: Master universitario di I livello in Hospitality Management.

Participants without a University degree, who successfully complete all modules, including the final thesis, will receive a "University Certificate in Hospitality Management".

STUDY PLAN

This Master consists of **60 credit points (CP)** corresponding to 1.500 hours, of which:

- 50 CP for the attendance of the modules (lectures and seminars)
- 10 CP for the final exam and presentation

All teaching activities, seminars and workshops take place at the Bruneck-Brunico campus of the Free University of Bozen-Bolzano.

NB: The order of the modules can be changed. Also the name and the content of the modules with 3 and 2 CP can vary.

Teaching area	Modules	Credit points	Time period
Organizational Behaviour and Human Resource Management	Organizational Structures and Behaviour	5	25. – 29.03.2019 (Mon to Fri)
	Building Human Capital Base	5	01. – 05.04.2019 (Mon to Fri)
Financial Management	Financial Analysis and Planning	5	13. – 17.05.2019 (Mon to Fri)
	Managerial Cost Accounting for Hospitality Enterprises	5	16. – 20.09.2019 (Mon to Fri)
	Special Topics in Financial Analysis and Planning for Hospitality Enterprises: Advanced Revenue Management	3	23. – 25.09.2019 (Mon to Thu)
Organizational Behaviour and Human Resource Management	Special Topics in Hospitality Organizational and HR Management: Succession Planning	2	26. – 27.09.2019 (Mon to Thu)
Strategic and Marketing Management	Marketing Management	5	11. – 15.11.2019 (Mon to Fri)
Decision, Risk and Operations Management	Quantitative Methods for Operations Analysis in the Hospitality Industry	5	18. – 22.11.2019 (Mon to Fri)
	Hotel Revenue Management	5	20. – 24.01.2020 (Mon to Fri)
	Consumers Relation Management	5	23. – 27.03.2020 (Mon to Fri)
Strategic and Marketing Management	Strategic Hospitality Management	5	30.03. – 03.04.2020 (Mon to Fri)
Thesis/Project	Thesis projects will entail identifying, defining, analysing, modelling and solving a problem within the organization of the student's employer. These projects will be required to involve a	10	Two sessions on how to write a dissertation will be offered during the September and November modules

	reasonable amount of theoretical thinking and reasoning, and the final results will be presented to the management and peers within the student's company.		
	Final exams and thesis discussion		15. – 19.06.2020

The modules cover lectures, exercises, workshops and seminars and a final project with a duration of 500 hours in total. 1000 additional hours are provided for self-study.

The theoretical part of the programme aims at integrating practical applications through the active participation of the candidates with reference to the companies in which they work.

The study groups are arranged in such a way that a high variety of work experiences is guaranteed.

Individual content based on the background of the participants will be integrated into the teaching, using interactive teaching methods and experiential learning with a good balance between theory and practice.

ADMISSION REQUIREMENTS

You are eligible to enrol for the Master if you possess a University degree (required duration at least 3 years with 180 credit points)

The programme can also be accessed by freelancers, executive managers and the personnel of companies with high managerial potential, without a university degree. In this case, at least three years of professional experience are required.

LANGUAGE PROFICIENCY

Since the language used in teaching is English, you are required to have a good knowledge of English (level B2).

ONLINE APPLICATION

Your application is submitted online through the application portal available at <https://aws.unibz.it/exup>. You need to create an account, fill in the form online and upload the documents required as an electronic file. **Please note:** Mendacious declarations will be penalised by criminal penalties and will result in the automatic exclusion from the ranking list.

Deadline	Begin	End
Application session	1 October 2018	18 January 2019

ATTACHMENTS

Evaluation can then only take place on the basis of the documents you have uploaded by the deadline. If your application is incomplete, you will be excluded from the admission procedure.

You have to upload:

- a passport-size colour photo;
- a photocopy of a valid identity card or passport (front/back); attention: if your document is invalid, incomplete or unreadable, you will be excluded from the admission procedure.
- the attachments listed in the section entitled "Selection procedure";

If you have a qualification from abroad you have to upload:

- the diploma of your qualification: if you are not yet in possession of the diploma, you can upload it upon enrolment at the very latest;
- an official translation of the qualification into Italian (not necessary for qualifications in German or English);
- the Diploma supplement, where it must be indicated:
 - that the student has achieved at least 180 credit points (ECTS) and
 - that the study title gives access to a Master course.

In case of doubt, unibz reserves the right to request further documents (e.g. declaration of equivalent value);

- the declaration of equivalent value of the applicants qualification, in the case the Diploma supplement is missing. Those not yet in possession of the declaration can upload it upon enrolment at the very latest;
- the valid permit to stay for Italy (only for non EU-citizens legally resident in Italy) – see below.

What is the declaration of equivalent value

If you have a qualification from abroad you must certify that your qualification would grant you entry to a similar university course in the country where you achieved this qualification.

For that reason you must:

- apply for the "dichiarazione di valore" (declaration of equivalent value) at the Italian consulate or embassy abroad (the declaration must be applied for as soon as possible since it can often require long processing times);
- upload the declaration upon enrolment at the very latest, together with the other relevant documents.

Application by non-EU citizens

- **If you have a valid permit to stay in Italy** (see article 39, paragraph 5 of decree no. 286 of 25.07.1998: "**permesso di soggiorno**" for work, family reasons, political or humanitarian asylum, religious reasons), you apply directly to the University, as described above and must submit a copy of your valid permit to stay. A permit of stay for study reasons, or a visa for tourism, is not sufficient. If the permit deadline has expired, a renewal request must also be attached. **NB:** if you do not provide the permit for one reason or another, you will be automatically considered a non-EU citizen living abroad and therefore subject to the admission procedure through the Italian authorities acting in your country of origin.
- **If you are resident abroad**, you must carry out the **enrolment procedures both through the Italian authorities** (consulate or embassy) in your country **and directly with the University**. The deadlines imposed by the Italian Ministry of Education, Universities and Research (www.study-in-italy.it) must be respected. Should you not follow this procedure with your local Italian consulate, the application that you delivered direct to the University will be declared null and void. Please note that non EU-citizens resident abroad can apply for one course only!

SELECTION PROCEDURE

The Selection Committee draws up a ranking list based on the following criteria:

- 40% professional experience
- 30% final grade of University degree
- 20% professional training, subject-specific courses etc.
- 10% language certificate B2 or higher level.

In the application portal, you must upload:

- the academic qualification:
 - if the qualification was awarded in Italy: diploma supplement or substitute declaration issued as per D.P.R. no. 445/2000 concerning holding a degree, containing the final mark/grade, the list of exams sat, their marks and pass date, the number of credits, the scientific subject sectors and the total number of hours per course;
 - if the qualification was awarded abroad: diploma supplement or certificate of the foreign qualification (which should be translated into English if it is in a language other than Italian, German or English), containing the final mark/grade, the list of exams sat, their marks and pass date, the number of credits and the total number of hours per course. It is important that you attach the declaration of equivalent value or a document issued by your own university which states what the minimum and maximum pass marks are in order to be awarded the qualification;
- an updated detailed CV (signed and dated) of your scientific and/or professional experience.
- English language certificate at least at B2 level recognized by the Language Centre of the Free University of Bolzano (see www.unibz.it) - alternatively phone interview in English

The date of the interviews will be communicated via e-mail at the end of application process. The Committee will assess the applicants.

ADMISSION RANKING LISTS

The Selection Committee will only evaluate the documentation uploaded in the portal by the application deadline and will be drawn up the admission ranking lists.

The rank list will be published on the website <https://www.unibz.it/en/applicants/ranking-lists/> and is only valid for the academic year for which it has been drawn up. Publication: likely by 4 February 2019.

ENROLMENT

If you have been admitted to more than one degree course, you can only confirm a study place in one of them. With this confirmation you refrain from the admission to the other degree courses and lose the right to move up in the other ranking lists.

For enrolment you need to:

1. **pay the instalment of University fees** (11.161,50 Euros)
2. **in the Application Portal**, choose the course and upload **the payment receipt** (to be guaranteed a place on the course). Please note that payment will only be accepted once the receipt has been uploaded in the Portal - it is not enough just to make the payment.

Deadline	25 February 2019, 12:00 midday
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If you do not respect this deadline, you will automatically lose your place and there will be a period where applicants for the 1st session on the waiting list will be able to enrol.

Please note that payment does not allow you to receive student status, which will be acquired upon enrolment. If you have a guaranteed study place but you do not enrol, there will be no refund of the University fees unless, in the event of non-EU applicants resident abroad, you do not receive the necessary documents from the Italian authorities in your country.

Admission with reservation:

If you do not have the required academic qualification, you will be given a conditional offer for a study place and you must submit your qualification upon enrolment. If you achieve your qualification after the enrolment deadline, you cannot enrol and you will lose your place which will be offered to the subsequent applicant in the ranking list. Suggestion: If you achieve your qualification after the enrolment deadline, you should not pay the tuition fees to confirm the study place. If there are study places still available, you will be able to submit a late enrolment request to the Rector.

3. **in the Application Portal, enrol online.**

Deadline	25 February 2019, 12:00 midday
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Enrolment is recommended as soon as possible, so that you have the possibility to upload missing documents by the deadline.

If you do not respect the deadline for enrolment, you will lose your study place, which will be offered to the subsequent applicant in the ranking list.

If you have gained your qualification abroad you must upload (if not uploaded upon application):
<ul style="list-style-type: none">• diploma of your qualification• official translation of your diploma into Italian (translation is not necessary if the certificates have been issued in German or English)
<ul style="list-style-type: none">• the Diploma supplement, where it must be indicated:<ul style="list-style-type: none">• that the student has achieved at least 300 credit points (ECTS) and• that the study title gives access to a second level Master course.In case of doubt, unibz reserves the right to request further documents (e.g. declaration of equivalent value)
<ul style="list-style-type: none">• the declaration of equivalent value of your qualification, in the case the Diploma supplement is missing. If you are not yet in possession of the declaration, you can upload it upon enrolment at the very latest.

At the beginning of the academic year, you have to submit the originals of the above mentioned documents to the Student Secretariat.

If you are a non-EU citizen resident abroad:
If you are admitted to the course you applied for (check the admission ranking lists), the Italian Authorities in your country will issue you with the entry visa for studies/university: this will allow you to arrive in Italy to sit any entrance tests you have to take, and to enrol for the course that you have pre-enrolled for, after passing the selection procedure.

According to Italian law, within 8 working days of your arrival in Italy, you must have applied for the permit to stay: as soon as you arrive you should go to the Advisory Service and you will be given all the information so that you can start this procedure.

Once you will obtain your permit of stay for Italy (permesso di soggiorno), you have to deliver it to the Student Secretariat personally or via e-mail.

TUITION FEES

Tuition fees amount to **11.161,50 €** and must be paid in one instalment **by 25.02.2019**.

The instalment includes the provincial tax for the right to study of 145,50 € for 2018/2019 and a revenue stamp of 16 €. For the subsequent years the provincial tax has to be paid separately. The amount can vary.

The instalment must be paid in order to enrol.

If you drop out of a course, interrupt your studies or are excluded from studies, you are not entitled to reimbursement.

PARTICIPANTS OF SINGLE MODULES

A maximum number of 20 participants can attend single modules as a professional training. Participants can receive an attendance certificate, as long as they attend 70% of the module.

The tuition fee for a single module is:

- 5 days (5 CP): 1.600,00 €
- 3 days (3 CP): 1.100,00 €
- 2 days (2 CP): 800,00 €

You can enrol using this form:

<https://www.unibz.it/en/applicants/single-subject-courses/>

Non-EU applicants with valid permit to stay for Italy (see article 39, paragraph 5 of decree no. 286 of 25.07.1998,) must submit a copy of the document called "permesso di soggiorno" (for work, family reasons, political or humanitarian asylum, religious reasons). A permit of stay for study reasons, or a visa for tourism, is not sufficient. If the permit deadline has expired, a renewal request must also be attached.

ADVISORY SERVICE

The Advisory Service informs you about the faculties and the study programmes and provides support regarding your choice of study at the Infopoints in Bozen-Bolzano and Brixen-Bressanone (by appointment). In many cases, a simple ring or an email is enough to get the requested information. Addresses and telephone numbers can be found on the last page of this Manifesto.

STUDENTS WITH DISABILITIES OR LEARNING DISORDERS

Students with disabilities:

- Support during the admission procedure: please inform us about your disability through the Application Portal by uploading a medical certificate within the application deadline. The Advisory Service will arrange the support according to your needs so that you can sit the admission exams without difficulty. For further information, please contact the Advisory Service (address and other details can be found on the last page).
- Support while you study: please contact the Advisory Service to discuss any further support you may need throughout your time at the University.

Students with learning disorders (law n.170/2010):

- Support during the admission procedure: please inform us about your learning disorder through the Application Portal and upload a certificate that documents your learning disorder (diagnosis) within the application deadline. You are entitled to receive 30% extra time for written entrance examinations. For further information, please contact the Advisory Service (address and other details can be found on the last page). The certificate provided must have been issued by an institution recognised by your national health service and the diagnosis submitted cannot be accepted if it is more than 3 years old.

- Support while you study: please contact the Advisory Service to discuss any further support you may need throughout your time at the University.

Other forms of support are offered by the School and University Welfare Office of the Autonomous Province of Bozen-Bolzano (address and other details can be found on the last page).

STUDY GRANTS AND STUDENT ACCOMMODATION

The School and University Welfare Office of the Autonomous Province of Bozen-Bolzano (Amt für Hochschulförderung - Ufficio per il Diritto allo Studio universitario) can be contacted for:

- **Study grants:** For further information, please contact the above-mentioned office, the "Südtiroler HochschülerInnenschaft" (sh.asus) or the Movimento Universitario Altoatesino (MUA). MUA and sh.asus also offer a support service for filling in applications. Students from non-EU countries will be eligible for these study grants only after one year of regular residence in South Tyrol;
- **Refund of the provincial tax.**

The Office of the Autonomous Province of Bozen-Bolzano "Landesdirektion deutschsprachige Berufsbildung" can be contacted for Study grants for single modules.

Addresses and telephone contacts are indicated on the last page of this Manifesto

2018/19 ACADEMIC CALENDAR

Application	01.10.2018 – 18.01.2019
Assessment (interviews)	End of January 2019
Ranking list	04.02.2019
Payment of the fees	by 25.02.2019
Enrolments	by 25.02.2019

FOR FURTHER INFORMATION

WHO?	WHAT?	WHERE?	WHEN?
Advisory Service Tel. +39 0471 012 100 study@unibz.it	General information and course guidance, foreign students and students with disability or learning difficulties, accommodation	At Bozen-Bolzano: Universitätsplatz/Piazza Università 1 Building A – 1 st floor Office A1.01 Infopoint	Tue + Thu 14:00 - 16:00 Wed + Fri 10:00 - 12:30
		At Brixen-Bressanone: Regensburger Allee/Viale Ratisbona, 16 2 nd floor Office 2.12	by appointment
Student Secretariat Brunico Campus Tel. +39 04744 013600 tourism@unibz.it	Online application, enrolment, tuition fees	Bruneck-Brunico Universitätsplatz/Piazzetta dell' Università 1 Ground floor	Mon + Wed + Fri 10:00 - 12:00 Tue + Thu 14:00 - 16:00
Faculty of Economics and Management Brunico Campus Tel. +39 0474 013600 tourism@unibz.it	Admission procedure, ranking lists, didactics	Bruneck-Brunico Universitätsplatz/Piazzetta dell' Università 1 Ground floor	Mon + Wed + Fri 10:00 - 12:00 Tue + Thu 14:00 - 16:00
Amt für Hochschulförderung / Ufficio per il Diritto allo Studio universitario Office for School and University Assistance Tel. +39 0471 412 941/ 412 hochschulfoerderung@provinz.bz.it	Grants, accommodation in student halls	Bozen-Bolzano Andreas-Hofer-Straße/Via Andreas Hofer, 18 2 nd floor Office 213, 216 (Grants) Office 214 (Student halls)	Mon + Tue + Wed + Fri 09:00 - 12:00 Thu 08:30 - 13:00 / 14:00 - 17:30
Landesdirektion deutschsprachige Berufsbildung/ Direzione provinciale Formazione professionale in lingua tedesca Tel. +39 0471 416900 ld.berufsbildung@provincia.bz.it	Grants for single modules	Bozen-Bolzano via Dante 3	
South Tyrolean student association (sh.asus) Tel. +39 0471 974 614 bz@asus.sh	General information, support in filling out the application forms for grants	Bozen-Bolzano Kapuzinergasse/Via dei Cappuccini 2 Ground floor	Mon - Thu 09:00 - 12:30 / 14:00 - 17:00 Fri 09:00 - 12:30