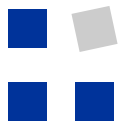


Curriculum

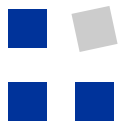
Research Methodology	
Business Research Methods	The main objective of the course is to provide an overview to application-oriented business research methods. Emphasis is laid on the research process, the use of the right research design and different quantitative and qualitative research methods (data collection). With this course, the student will be able to choose the adequate research design for his/her research projects and to write a research proposal.
Quantitative Research Methods	The main objective of the course is to provide an application-oriented introduction in quantitative data analysis. Emphasis is laid on the fundamental concepts behind the techniques, when to use it, and on possible pitfalls when using quantitative data analysis techniques. After this course the student should be able to apply quantitative data analysis techniques and to deepen the knowledge about the techniques if necessary.
Qualitative Research Methods	The purpose of this module is to enable students to use essential qualitative research methods and to conduct empirical qualitative research projects using these methods. The aim is that the students are able to choose, apply, and interpret appropriately qualitative research methods in respect to research questions and projects.

General Management	
Corporate Responsibility	Corporate Responsibility focuses on the evolving role of business corporations in society and on expectations about this role from a broad stakeholder perspective. Its objective is to sensitize for the challenges of delivering socially responsible and sustainable business practices and outcomes, to reflect on practical approaches to resolve contradictions between economic, social, and environmental demands, and to draw conclusions for personal behaviour in management contexts.
Intercultural Management	The objective of the module is to explore the challenges to conduct effective cross-cultural interactions and to underline that most management concepts are not universally valid but culture-bound and cannot be transferred as it is from one culture to another.
Management History	The objectives of the module are to reflect on important management developments since early industrialization and analyse their consequences. In addition, current management techniques and know-how will be presented. After this module, the students are able to critically review potential future management developments based on historical evidence and for this reason can take the right decisions.
Managerial Economics	The module will introduce the students to selected advanced models in economics such as theory of the firm, basic game theory, efficiency wages, executive compensation, principal agent theory, transaction cost approach, the revelation principle, vertical integration and transfer pricing. The mediated knowledge enhances the student's ability to evaluate critically the strength and shortcomings of these models and to apply these concepts to management and business situations.
Strategic Leadership	Strategic Leadership as a management topic lies at the border of the two disciplines Strategic Management and Leadership. It focuses on executives who have overall responsibility for an organization, their characteristics, what they do, how they do it, and particularly, how they affect organizational outcomes. The objective of the module is to deepen the students understanding



	of strategic guidance at the organizational level by discussing complex problems of managers who are in charge of large companies in an international setting. The discussions are based on Harvard Business cases. The last session consists of a company visit at which strategic leadership questions are discussed with the CEO of an innovative medical technology firm.
Value Based Management	The module's main target is to enable students to understand and implement the basic tools of „Value Based Management (VBM)“. The participants learn how to define the term “value” both in general and within a management context. Furthermore, they are able to understand the main value drivers in a company. Based on this knowledge, students learn how to apply the basic valuation techniques and how to communicate the right messages to potential investors.

Major Tourism	
Foundations of Tourism Management	The theme of the module is to lay the foundation for the socioeconomic behaviour of the key stakeholders in tourism and leisure organisations, firms and / or destinations based on the notion that all enterprises want to achieve a long-run (sustainable) competitive advantage. Students learn about founding practical concepts and scientific models governing tourism and service industries.
New Places and Destinations	In this module students are exposed to two sets of tourism related theory: destination branding and sustainability of tourism destinations. Looking at destination branding, the course provides an overview of the management of tourism destinations. It deals with the development of brands for developing and developed countries as well as the management of consumers, experiential marketing, perception and e-marketing strategies. Building on that, the sustainability component looks at how the destination brand can be sustainable by taking into consideration the various impacts, stakeholders involvement and cultural and climatic changes at the destination and at a global level.
New Customers	Students are introduced to theory and practice in consumer behaviour with a specific emphasis on tourism and leisure. The rationales for and limitations to consumer behaviour in general and tourism and leisure in particular are reviewed, and recent developments are discussed. The theories and models enable students to critically evaluate consumer behavior theories and methods encountered in case studies, while exercises and readings illustrate a variety of tourism and leisure scenarios.
New Business Models	By attending the lectures, reading the assigned materials and participating in discussions, students will have the opportunity to develop a basic understanding of business models and their impact on strategic development of companies upon which they will be able to improve businesses in practice.
New Technology	The purpose of this module is to enable the students to evaluate the impact of the new information and communication technologies (ICT) within the tourism environment. Course participants will also be able to critically appraise the role of ICT in creating value propositions for customers and competitive advantage for organizations in the tourism industry and understand the benefits and costs of the adoption of new technologies to stakeholders in the tourism sector. Furthermore, students will have a general idea of emerging e-business models in tourism based on new technologies and be able to identify important trends in this field. In the course of an on-going semester project students will learn how to evaluate information systems and modern websites applying qualitative and quantitative approaches. Knowledge gathered during the course and particularly through the realization of the on-going project will raise awareness that the successful implementation of ICT depends on professional planning and execution of ICT projects.



Alpine Destination Management	Students receive an insight in destination management on a sophisticated and international level with an Alpine focus. The combination of theory, applied cases, project work and interesting guest lecturers enables the participants to understand the relevancy of destination and regional management as well as aspects of governing networks and clusters in geographic areas of the tourism and leisure industry. The students will discover the area of destination management. The practical group work, cases, discussion modes and the presentations of guest lecturers provides them with an interesting insight in different aspects of this subject.
Crisis Management in Tourism	The tourism industry is like no other economic sector challenged by negative events. Its above average sensitivity towards these kind of occurrences has given it such an exposed position that it already serves as an early warning indicator of critical situations for other sectors. The destinations and businesses active in tourism have to face these challenges. Good coordination, responsible management, care and the competent use of marketing, comprising the wide opportunities of communications, are under this perspective very important. As many crises in tourism are causing impacts on companies and destinations whose products and services are objectively not affected or damaged – in other words subjective distortions of perception are taking place –, it is important to consider the store of knowledge of marketing for coping with crises, but also for preventing them.
Tourism Development	This module aims to enable students to reflect critically on the different dimensions of sustainable tourism development and its trade-offs and to understand the positive and negative impacts of tourism development. The learning outcomes of the course are that students work confidently with the concept of sustainable tourism development, understand the dynamic nature of destination development, are able to identify and assess positive and negative impacts resulting from tourism development, analyze success and failure case studies of tourism development and to develop research reports on (sustainable) tourism development.
Tourism Policy	The objective of the course is that students are able to understand the logics and the processes of politics taking into consideration the major macro and micro-economic framework conditions of tourism. Students learn about the territorial managing of tourism related resources on the spaceship earth, the impact of globalization on tourism development and international and national tourism policy strategies, instruments and institutions. After attending this course, students should be able to monitor and to analyse tourism policy strategies and instrument mixes, be aware of ethics in the field of tourism related decision making at the level of companies, industries and states and have the skill to master tourism policy related problems.
International Tourism Networks	The purpose of this module is to teach students about the benefits of networks in general and especially in tourism and transport. Students learn about different kinds of networks and different forms of integration of networks in practice. Discussions lead students from simple networks to more integrated cooperation to mergers and to industrial clusters and their organisations.